



Bruce County

Development Fees Review: Final Report

November 19th, 2020



Terms of Distribution

Final Report for Development Fees Review for the purpose of evaluating the outcomes of the activity-based cost study conducted with the Land Use Planning department's staff and research on comparable municipalities' fee structures.

Abbreviations

COPA	County Official Plan Amendment
CPI	Consumer Price Index
LOPA	Local Official Plan Amendment
ZBA	Zoning Bylaw Amendment

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1: EXECUTIVE SUMMARY

Engagement Timeline: Work on the Development Fees Review began on August 17th, 2020. An Interim Report was presented to the Planning and Development Committee on October 15th.

Interim Report Objectives: There were two objectives of the Interim Report:

- to inform the first discussion of Bruce County's Planning and Development Committee, on October 15th, regarding the review of fees for development applications.
- to inform the Service Agreement discussion between the County and Local Municipalities.

Final Report Objectives: This Final Report includes three additional chapters:

- External Stakeholder Input (eg. frequent developers in Bruce County)
- Fee Schedule Alternative Options
- Recommendations and Conclusions

After the October 15th meeting, StrategyCorp continued its iterations of activity measurement workshops with Staff, introducing minor updates to its measurements. There were also some minor iterations to the Interim Report, based on additional content and feedback.

The Final Report will also serve as the discussion document for Bruce County's Planning and Development Committee, on November 19th, regarding the review of fees for development applications.

Summary of Findings: Our study of the internal costs of the land use planning service delivery of Bruce County shows cost recovery from three different perspectives. From the perspective of direct activity costs directly attributable to providing the service, cost recovery is, on average, at approximately 50%. Additional perspectives are elaborated at Section 4.7. Our research of comparable Counties showed that Bruce County's development application fees are below the peer group's average – in some cases the lowest and even half the fee of comparable Counties. On balance, as elaborated in Section 5, the external stakeholder survey of developers in Bruce County expressed satisfaction with the level of service, minor concern with process complexity, and a suspicion that the department is understaffed in cases of prolonged response time. For the developer participants, they consider the fees to be less than 2% of total development costs and either lower or at par with some of the lower-fee

Counties that they do business in.

Summary of Recommendations: Based on our review of Bruce County's Development Applications Fees, we identify and recommend to Council and the Administration six ways to improve cost recovery, which can improve management of resources and the speed of service delivery.

As a guide to our recommendations, we generated two alternative fee schedules: one for full cost recovery of activities for processing each application type, and another one for full cost recovery of both activity and appropriate overhead.

We therefore recommend six major considerations for the amendment of the fee schedule:

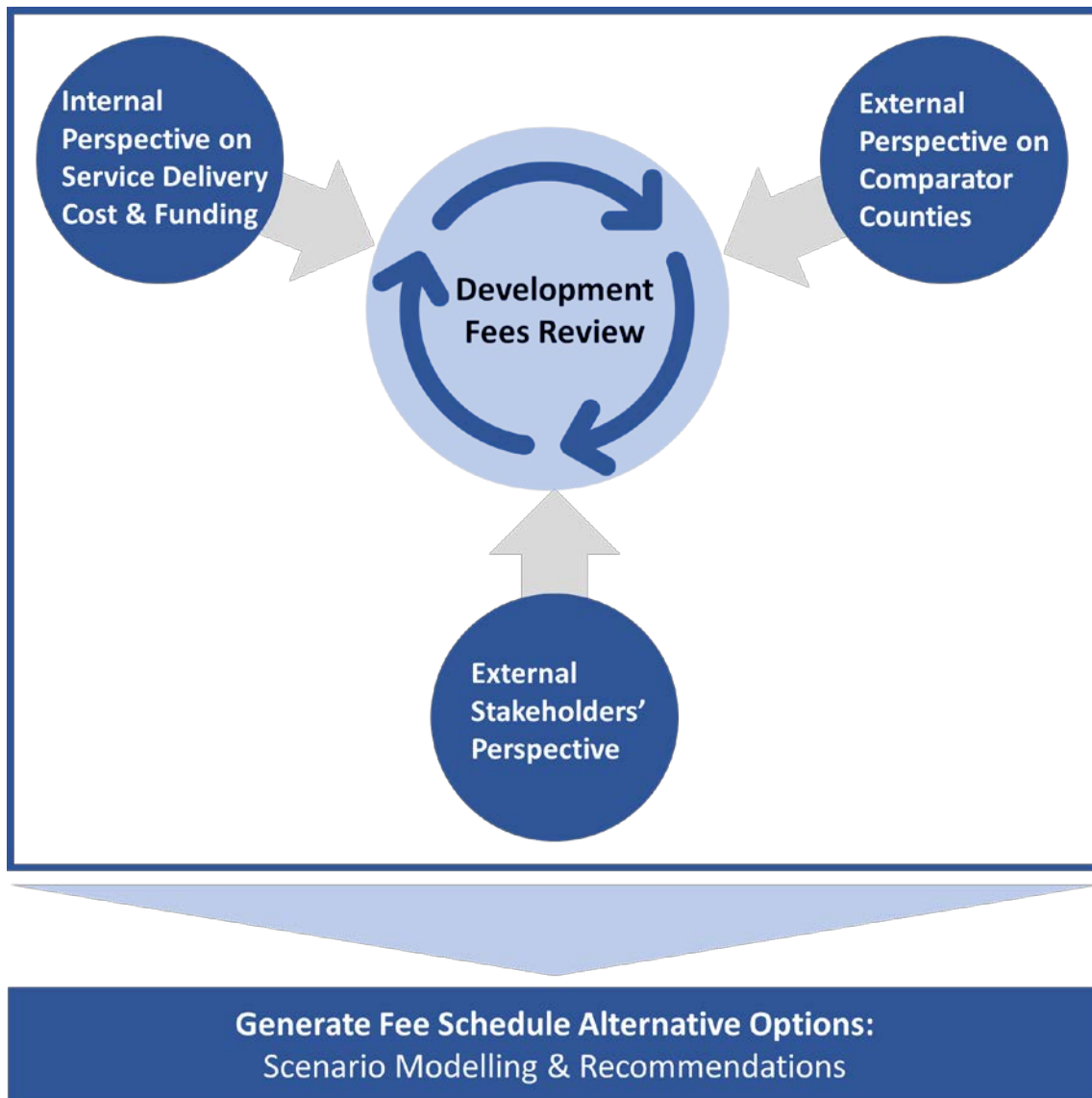
1. Fee convergence to cost recovery
2. Fee structure amendments
3. Introduction of new fees
4. Introduction of deposit for peer reviews
5. Phase-in of fee corrections for cost recovery
6. Annual corrections by CPI Rate, post period of major fee adjustments

Should the County decide to implement these recommendations, it is estimated that it can yield savings that are equivalent to almost 1 full percentage point of the tax base, or 25 percentage points of the Planning Department's levy.

2: METHODOLOGY OF OUR REVIEW

2.1: Summary of our Approach

Graph 1: High-Level Methodology Overview of Fees Review



2.2: Internal Perspective on Service Delivery Cost & Funding

The objective of this subset of our mandate's scope was to develop a clear understanding of the operations and the associated costs (variable, semi-fixed, and fixed) for service delivery of all categories of application types for Bruce County's Land Use Planning Division. This requires sourcing or producing the following input data and meta-data:

1. **Operating budget** – sourced via preliminary data request
2. **Segmentation planning service categories** – sourced via interviews
3. **Case volume 2015-2020 for each main service category** – sourced via advanced data requests
4. **Workflow/process charts for each service**– sourced from staff and developed simplified versions
5. **Activity measurement of the service delivery processes** – developed via staff survey/workshops
6. **Distribution of caseload between Department staff** – developed via group workshops

The above information allows us to develop a dynamic, input-output model that captures the cost drivers that are variable and provides a quantifiable perspective for semi-fixed costs (i.e. time for studies within an application) and overhead.

2.3: External Perspective on Comparable Counties

The objective of this subset of our mandate’s scope was to use desktop municipal policy research techniques and phone interviews with the Planning Department leaders of comparable municipalities to:

1. Understand the planning service delivery model of comparable counties
2. Identify the fee schedule of comparable municipalities
3. Gather feedback on agreements between the comparator upper tier and the local municipalities

2.4: External Stakeholders’ Perspective

This work was undertaken in October. The objective of this subset of our mandate’s scope was to source feedback from key land development stakeholders in Bruce County. This consultation took place in October 2020, via a confidential, online survey.

2.5: Generating Fee Schedule Alternative Options

This work was undertaken in October. The objective of this subset of our mandate’s scope is to converge the insights gathered and developed from our internal review and external perspectives, in order to develop alternative fee structure options. Each of the options were modelled for their impact on cost recovery and the reduction of dependence on the County’s

operating budget. Four scenarios were tested to evaluate the feasibility of options, exploring a broad spectrum of financial impact and political appetite.

3: CONTEXT OF THE FEES REVIEW

3.1: Background on County's Land Use Planning Service Delivery Model

Context of Interim Report Production for Fees Review: In 2020, Bruce County received one-time funding from the Provincial government for the modernization of service delivery. Part of this Ontario funding was used to seek efficiencies and modernizations for its Land Use Planning Department.

The Development Fees Review for Bruce County is one of three parallel projects that Bruce County has engaged StrategyCorp to undertake:

- Official Plan Service Delivery and Best Practices Review,
- Land Development Fees Review, and;
- Service Agreements with Local Municipalities Review.

While this component of the review is independent in its scope, our team has been doing frequent check-ins, to share data collected and insights sourced from internal and external stakeholders.

As such, StrategyCorp has been retained to complete a three-part project for Bruce County's Land Use Planning Division: the Official Plan Best Practices Review, the Development Fees Review, and the Memorandum of Agreement facilitation.

Current service delivery model: Bruce County's Land Use Planning Department provides both Local-level and County-level planning services.

- **Complementary Services:** At the Local level, the County operates based on Memorandums of Agreement (MoA) with local municipalities. These MoA refer to the application processing and planning advisory services, reporting to local municipal councils for the amendment of planning documents, for fee-related activities such as: Variances, Zoning, and Local Official Plan Amendments. In addition, when the County's budget and staff utilization capacity allows, the Land Use Planning Department also updates Local Official Plans, participates in local municipal studies, conducts zoning by-law reviews, and develops community improvement plans.
- **Mandatory Services:** At the County level, the Planning & Development Department offers application processing and planning advisory services to the County and reports to County Council, for fee-related activities such as: County Official Plan Amendment,

Land Division, and Draft Plans of Subdivisions and Condominiums. The Department is also mandated to conduct longer-range policy planning that informs and advises Bruce County Council regarding the County Official Plan's implementation, along with other County-level policy studies and participation in initiatives of other departments.

Provincial regulation's timeline limitations crowd staff with development reviews: The increased case volume of development applications that are bounded by the Province's regulatory timeline limitations set out in, steer staff to prioritize workload of development applications processing review for both the County and particularly for Local Municipalities, over policy. The legislated timeframes for processing development applications for Local Municipalities create a constraint of staff workload flexibility.

Less resources for long-range policy review: The aforementioned constraint has led to the additional time required for the Department to fulfil its policy mandates first for the development of the updated County Official Plan and then for the updates of Local Official Plans. The budget and staff utilization capacity constraint creates challenging conditions for staff to achieve their target non-fee-related activities, such as: affordable housing policies, municipal projects, continuous process improvement, community improvement plans and other factors that affect Bruce County's development market conditions structurally over the long term.

3.2: Overview of Historical Cost Recovery

Origins of the current service delivery model: The current model for Bruce County's Planning Department was established through Memorandums of Agreement between the County and the member municipalities. Some of these agreements date back to the late 1990s.

The divergence between historical Memorandums of Agreement and current expectations: While there are minor differences in the various historical MoA for planning services between the County and Local Municipalities, the current expectation of services has evolved over the last two decades, leading to strain over the Department's resources, provincially regulated timeline constraints for processing applications, and the simultaneous delivery of both mandatory and complimentary services.

Funding considerations from original agreements: The intention of the original MoA was that the County collected fees and/or charged that, *"...shall be designed to meet the anticipated cost to the County with respect to the processing of each type of application."* Since then, the County has been charging fees that increased annually only by the Consumer Price Index (CPI) rates, resulting in limited cost recovery in the current day. The current fees appear to not

serve the objective of the original agreements and require a review.

Preliminary perspective on cost recovery: The Land Use Planning Department collects revenue from development application fees to recover only part of the cost of the delivery of these services. In our analysis in this Interim Report, particularly at Section 4.7, we delve into the three different perspectives through which cost recovery can be evaluated.

3.3: Overview of Planning Service Delivery's Financial Considerations

Need for current development fees review: It is unclear whether the County chose historically to increasingly subsidize the Planning Division's expenses by the tax base, or simply the decision was postponed as a result of competing priorities. StrategyCorp's current mandate is indeed to review both the cost and the funding model for the Land Use Planning service delivery of Bruce County. As the scope of responsibilities of the County's Planning Department has evolved over the last two decades, such as the expectation of policy support to Local Municipalities (not in the original MoA), the County should consider the cost recovery implications of this and the need for updating its Memorandum of Agreement with Local Municipalities.

Limit in fee corrections: Growth of development application fees are capped by the County's Fee By-law limiting the rate to that of Statistics Canada's Annual Consumer Price Index – usually around 2%. This small annual increase is not enough to catch up with the growing costs of increasing local municipality applications that need to be reviewed in a timely manner, in addition to providing policy services.

Impact on County's operating budget and taxpayer equity: The County's tax base is subsidizing the delivery of development application services for Local Municipalities - approximately \$200,000 annually). The intent of the historical MoA was that these costs would instead be recovered through user fees. In addition, the County's tax base is also subsidizing the policy services to Local Municipalities, while staff are faced by budget and utilization constraints when delivering on them, because of the provincial regulation timeline pressures for processing development applications. This yield concerns of taxpayer equity for residents in local municipalities that exhibit relatively less development growth.

What do other Counties do: A review of comparable Counties' cost recovery rates relative to planning costs shows that they range from 4% to 25%. However, the metric of overall cost recovery alone is not reflective, in any way, of the efficiency or the level of subsidy by the tax base. It is not a comparison of equals. No two Counties are the same in their service delivery model and their formal or informal agreements with Local Municipalities – a consideration

that informs the variance in overall cost recovery from development applications fees. A key message, however, that was raised in our interviews with comparable Counties is that regular fee updates were necessary (usually every 5 years), in order to maintain their conditions of cost recovery. Most of the comparable Counties conduct their fee reviews either by activity-based cost assessments of their service delivery or by conducting a comparative analysis with other Counties. In our study, we employ both activity-based costing and comparative analyses, in addition to a planned brief consultation with external development stakeholders of Bruce County in October 2020.

3.4: Alignment with Official Plan Review Considerations

In alignment with the work and recommendations that StrategyCorp delivered for the “Bruce County Land Use Service Delivery Review: Official Plan Best Practices”, we used our process mapping and activity-based costing insights of the Fees Review to identify potential flexibilities in planning or fee policies, as well as consider the diversity of Bruce County in our analysis. A goal of the Official Plan Best Practices recommendations is to update the County land use planning framework, including reducing the number of recurrent planning applications where detailed staff or Council review produces little to no value for the County or the applicant.

3.5: Considerations for Service Agreement Discussions

Bruce County is also undertaking an update of the Memoranda of Agreements (Service Agreements) between the County and the local municipalities on the delivery of local planning services. That proposed update is being prepared to respond to the increased demand on planning services, and the evolving policy landscape generated by evolving provincial priorities. The final report for this initiative will include relevant considerations for this review of the County’s development application fees.

4: INTERNAL REVIEW OF DELIVERY COST STRUCTURE

4.1: Introduction to Bruce County's Planning Services

4.1.1: Introduction to the Planning and Development Department

Bruce County's Planning Department is responsible for translating provincial policy and requirements, and to reflect and apply a County-wide vision and related objectives through the County Official Plan (OP). The County Official Plan provides input and direction to local municipal planning. Local municipal OPs and Zoning By-laws are to conform to the County OP. These planning tools allow each local municipality to translate the goals of the County OP and interpret them at the community level. The Bruce County Land Use Planning Division's current organization is such that staff provide a planning role directly to and for County Council.

Additionally, planning services are provided by the County Land Use Planning Department to the eight (8) Local Municipalities, helping them deliver their commitments as directed by the Planning Act. The provision of planning services by the County to the local municipalities is not a mandated authority as part of the Province's legislated County structure, or, the Planning Act, but is based on service delivery agreements enabled under the Planning Act.

4.1.2: Bruce County's Strategic Priorities (Planning Department Business Plan)

- Develop and implement tactics for improved communications
- Find creative new ways to engage our public
- Find creative new ways to involve all staff in our future
- Eliminate our own red tape
- Explore alternate options to improve efficiency and service
- Stimulate and reward innovation and economic development
- Coordinate concerted efforts to advance our agenda

4.1.3: Department's Commitment to LEAN

Since 2018, the Planning Department has committed to continuous process improvement and LEAN transformation. The department's transformation mantra is *"It is not about doing the work but improving the way we do the work"*.

The Department's team has advanced that mindset in planning, by developing a vision and

eight guiding principles for good planning for growth in development. Already, this has yielded to improved communications.

Based on the importance of the LEAN method of measuring time and understanding how it is spent, our Fees Review report builds on these principles in its activity-based costing analysis and further informs it.

4.1.4: Department Human Capital

Based on our discussions with the department, we understand the organizational structure of the team as exhibited in the table below. It reflects what we heard during our staff interviews regarding the recent changes in responsibilities to establish specialists in policy vs. development, particularly at the Senior Planner level.

Table 2: Organizational Structure

Head of Planning & Economic Development Department	<p>Title: Director of Planning & Economic Development</p> <p>Role: The Director spends 10% of time on fee-related activities, and 90% of time (split equally) on Management and oversight of the two divisions: land use planning and economic development. For land use planning applications, the Director has approval duties for applications (split roughly 60-40 with Land Use Planning Manager) of Consents, Subdivisions, Condos and Local OPAs. Carefully reviews all Planning Act reports that go to the County's Planning and Development Committee.</p>
Head of Land Use Planning Division	<p>Title: Land Use Planning Manager</p> <p>Role: Management and oversight of the Land Use Planning Division, with 3 direct reports from Senior Planners. Has approval duties for applications (split with the Director) of Consents, Subdivisions, Condos and Local OPAs. Carefully reviews all Planning Act reports that go to the County's Planning and Development Committee. Spends over 80% of time on non-fee related activities, such as: project management, long-range policy, division administration, intergovernmental relations, appeals, municipal projects and process improvements.</p>

Senior Planners	<p>Title: Senior Policy Planner, Lakeshore Hub</p> <p>Role: Responsible for all applications corresponding to the Lakeshore area. Additionally, spends significant effort on long-range policy activities. Oversees planning students.</p>
	<p>Title: Senior Development Planner, Inland Hub</p> <p>Role: Responsible for all applications corresponding to the Inland area. Spends significant effort on oversight of development applications activity.</p>
	<p>Title: Senior Policy Planner, Peninsula Hub</p> <p>Role: Responsible for all applications corresponding to the Peninsula area. Additionally, spends significant effort on long-range policy activities. Oversees and coordinates with GIS team.</p>
Intermediate Planners	<p>Title: Intermediate Planner</p> <p>Role: Primary responsibility includes local policy development and all statutory matters related to the Planning Act and related legislation, including processing Planning Act applications. The Intermediate Planner takes on additional responsibilities by advancing more complex development application files; assisting in the mentoring of planning staff (through peer review and the provision of professional advice); supporting improved business processes in land use; and advancing policy matters/special projects on behalf of the County.</p> <p>Currently Vacant</p>
Planners	<p>Title: Planner for Lakeshore Hub</p> <p>Role: Focused on development applications and general inquiries for the Lakeshore Hub.</p>
	<p>Title: Planner for Inland Hub</p> <p>Role: Focused on development applications and general</p>

	inquiries for the Inland Hub.
	<p>Title: Planner for Peninsula Hub</p> <p>Role: Focused on development applications and general inquiries for the Peninsula Hub.</p> <p>Currently Vacant</p>
Applications Technicians	<p>Title: Applications Technician for Lakeshore Hub</p> <p>Role: Primarily involved in fee-related activities, specifically; processing applications, including providing public notice of all steps in the planning process, background research and application intake. Also involved in general inquiries and provide administrative support for policy projects.</p> <p>Currently Vacant</p>
	<p>Title: Applications Technician for Inland Hub</p> <p>Role: Primarily involved in fee-related activities, specifically; processing applications, including providing public notice of all steps in the planning process, background research and application intake. Also involved in general inquiries and provide administrative support for policy projects.</p>
	<p>Title: Applications Technician for Peninsula Hub</p> <p>Role: Primarily involved in fee-related activities, specifically; processing applications, including providing public notice of all steps in the planning process, background research and application intake. Also involved in general inquiries and provide administrative support for policy projects.</p>
GIS Team	<p>Title: GIS Coordinator</p> <p>Role: Responsible for GIS infrastructure. No direct involvement on fee-related activities, but the work critical to all types of activities of the planning department. For this reason, 50% of the work is attributed as overhead to fee-related activities.</p>

	<p>Title: Planning/GIS Technician</p> <p>Role: Produces map schedules for zoning by-law amendments and official plan amendments and consolidates zoning by-law and official plan map schedules. Maintains and updates GIS data layers, such as parcels and building footprints.</p>
Planning Students	<p>Role: Support development inquiries and application process, policy and research, depending on bandwidth needs by colleagues. Reports to Senior Planner.</p>
Administrative Assistance	<p>Title: Administrative Assistant to the Planning & Development Department</p> <p>Role: Support the Planning Department with administrative tasks. Approximately 10% of the work is attributed as overhead to fee-related activities.</p>

4.1.5: Department's Team Model for Processing Applications

Our workshop discussion identified that in almost all applications, the core team is usually composed of one Senior Planner, one Planner, and one Applications Technicians.

4.2: Methodology for Activity-Based Costing

For Bruce County's Development Fees Review study, StrategyCorp was mandated to follow an activity-based costing approach to measuring the activity of staff. This activity would then be compared to the fees charged to interested parties that submit development applications to the Planning Department, in order to evaluate cost recovery both at the individual service level and as a whole for all of the Department's activities.

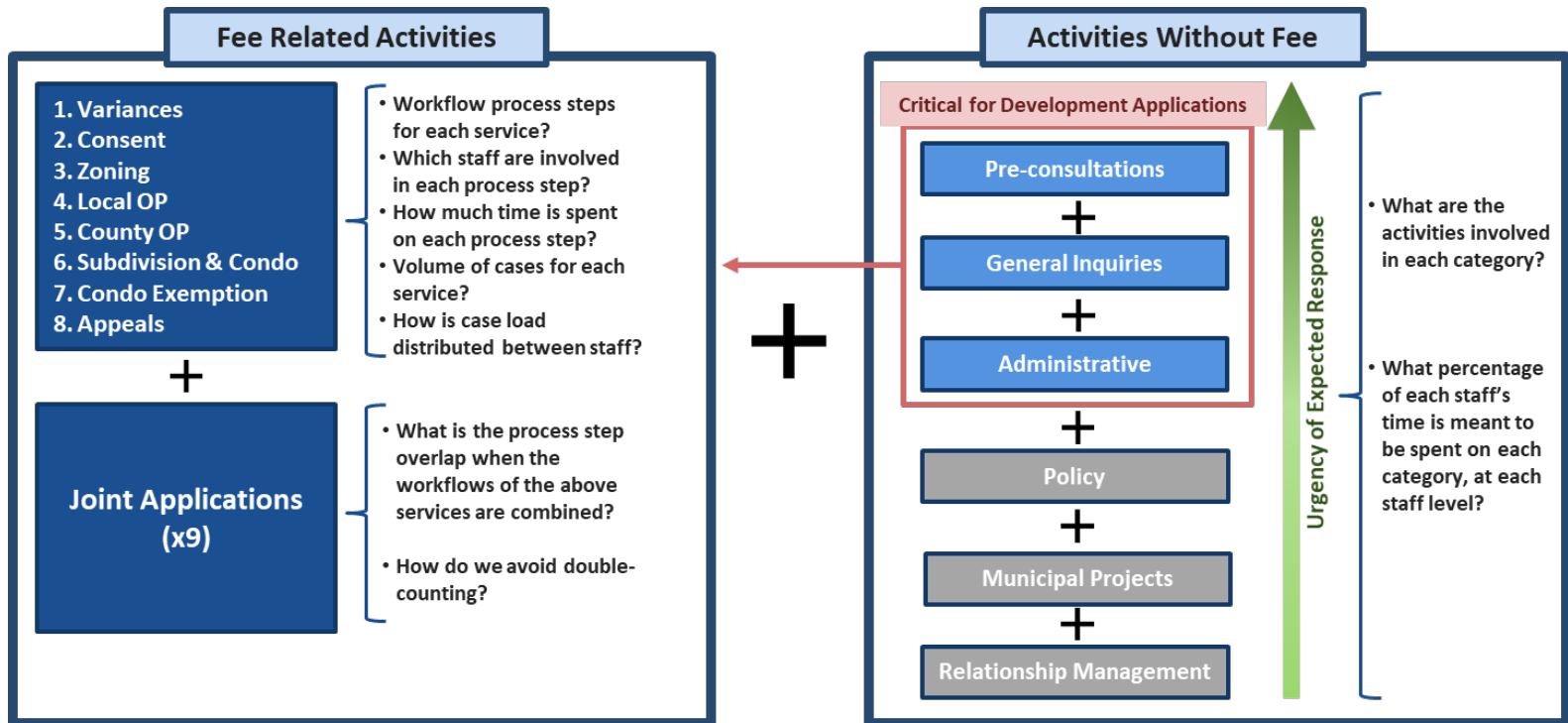
Segmentation of Fee-Related vs. Non-Fee-Related Activities: StrategyCorp worked with the Department's staff to identify and to separate fee-related from non-fee-related activities. This segmentation is informative for three main reasons:

1. it is critical for the cost recovery analysis;
2. it isolates the long-range policy planning activities that are non-fee-related, which are critical for every operating planning department;

3. it provides a more enriched perspective on the distribution of effort on each type of activity by each type of staff, which contributes directly to the LEAN continuous improvement priorities of the Department.

In the graphic below, we present a summary of the structured, activity-based costing approach we followed to source the necessary information of our analysis of fee-related and non-fee-related activities.

Graph 2: Current Segmentation of Activities and Methodology for Information Request



Note: Pre-Consultations, General Inquiries, Administration and Relationship Management are activities that contribute to planning applications and the fees associated with them. These same activities take precedence when there are multiple competing priorities, particularly during a surge of local municipal development applications. Policy and Municipal Projects do not.

4.3: Segmentation of Fee-Related Activities

From our interviews with the Land Use Planning Division's staff, it became clear that it is critical to apply three filters to our segmentation of services:

1. Mandatory (County level by Legislation) vs. Complimentary Services (Local level by Agreement)	Mandatory: Services that the County is the approval authority. Specifically: <ul style="list-style-type: none"> • Bruce County Official Plan and Secondary Plan Amendment • Local Official Plan Amendment (approval authority) • Plans for Subdivisions and Condominiums • Consents • Condominium Exemptions
	Complimentary: Services that the County delivers in agreement with the local municipality, as the Planning Act prescribes, but without being the approval authority. Specifically: <ul style="list-style-type: none"> • Minor Variances • Zoning By-law Amendments • Local Official Plan Amendment (processing and providing planning reports is by agreement)
2. Core Application Services	Variance: Changes such as dividing land or adjustments to the land use is considered a variance.
	Consent: The Department of land to create new lots, adjust lot boundaries and create long-term easements. Consents to sever are generally limited to the creation of 5 lots or less.
	Zoning: A specific set of rules that apply to a property or area, setting out such things as the permitted uses, lot area, building height, floor area, yard setbacks, lot coverage, landscaped open space, and automobile and bicycle parking on a lot.
	Local Official Plan Amendment (LOPA): A formal document

	that changes a municipality's official plan. Changes may be needed because of new circumstances in the community or because of requests made by property owners.
	County Official Plan Amendment (COPA): An Official Plan Amendment (OPA) is an application process that can change policies and/or land use designations in an Official Plan. OPA's can apply to a single property, or to an entire area, Township or County.
	Subdivision or Condominium: A plan of condominium is the process of dividing property so that an individual holds title to a portion of a building, or a unit, as well as a share of the rest of the property that is common to all the individual unit owners. A Plan of subdivision is the process of dividing land into two or more parcels so that those parcels can be held in separate ownership.
	Condominium Exemption: The Condominium Act, 1998 contains provisions permitting an application for a plan of condominium to proceed directly to final approval, thereby bypassing the requirements for notice and draft approval, which are normally part of the approval process under the Planning Act.
	Appeal: A written or oral dispute against land use planning to the Local Planning Appeal Tribunal (LPAT).
3. Joint Applications (Combinations of Core Services) Services	<p>Applications that are combinations of the above, building-block, core application services:</p> <ol style="list-style-type: none"> 1. Joint COPA and Zoning by-law Amendment 2. Joint Zoning and Severance/Consent 3. Joint Variance and Consent 4. Joint COPA and Consent

	<p>5. Joint COPA/ Variance and Consent</p> <p>6. Joint COPA/Zoning Severance/Consent</p> <p>7. Joint LOPA/COPA</p> <p>8. Joint LOPA/COPA/Zoning Amendment</p> <p>9. Joint LOPA/COPA Zoning Amendment and Severance/Consent</p>
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The segmentation of mandatory and complimentary fee-related activities is relevant when evaluating the staff activity for each, to develop perspective on the level of service that each local municipality would be responsible for, should each have its own development applications department.

The Core Application Services are critical to isolate, as they form the building blocks of our activity-based cost estimation exercises. Together with the Department staff, we sourced the workflow process charts for each of the Core Application Services, simplified it, codified each step, and then measured activity via a guided staff survey. As we developed perspective on the staff time and participation of staff in each of these core building-block processes, we were able to then conduct a workshop on identifying the overlap that prevents double-counting in Joint Applications.

Finally, we conducted a spreadsheet modelling exercise that applied the hourly compensation cost of each employee on the activity measurement breakdowns, to generate insights for this review, as presented in Section 4.5.

4.4: Current Fee Schedule

Below is the table setting out Bruce County's application fees and their breakdown for 2020. The Fees have been amended (by 1.7% CPI) as per the following statement included in Fees By-Law No. 2020-017:

"That on January 1st of every year, commencing January 1st of 2007, the fees as listed in Section 1 of this by-law shall automatically increase on a percentage basis, rounded up or down to the nearest ten dollar increment, in a fashion consistent with the Statistics Canada "Consumer Price Index" for the previous year, if the consumer price index shows an increase."

Table 3: Bruce County Land Use Planning Fees Breakdown

Type of Application	Fee	Breakdown	
Rezoning	\$1,400.00	\$1030.00	Zoning
		\$370.00	CA fee
Official Plan Amendment	\$1,640.00	\$1,270.00	OPA
		\$370.00	CA fee
Minor Variance	\$890.00	\$620.00	Minor Variance
		\$270.00	CA fee
Consents	\$1,330.00	\$960.00	Consent
		\$370.00	CA fee
Consent Certification Fee	\$150.00		
Consent – Change of Conditions	\$560.00		
Foreclosure – Power of Sale / Validation of Title	\$940.00, plus County legal costs		
Part Lot Control	\$940.00 per Lot		
Joint Rezoning and Official Plan Amendment	\$2,510.00	\$1,270.00	OPA
		\$690.00	Zoning
		\$550.00	CA fee
Joint Zoning and Consent	\$2,540.00	\$1030.00	Zoning
		\$960.00	Consent
		\$550.00	CA fee
Official Plan Amendment and Consent	\$2,780.00	\$1,270.00	OPA
		\$960.00	Consent

		\$550.00 CA Fee
Minor Variance and Consent	\$2,080.00	\$620.00 Minor Variance Consent \$960.00 CA fee \$500.00
OPA, Minor Variance and Consent	\$3,280.00	\$1,270.00 OPA \$410.00 Minor Variance Consent \$960.00 CA fee \$640.00
OPA, Zoning and Consent	\$3,650.00	\$1,270.00 OPA \$690.00 Zoning Consent \$960.00 CA fee \$730.00
Local OPA/ County OPA/ Zoning/ Consent	\$4,690.00	\$1,270.00 County OPA Local OPA \$850.00 Zoning Consent \$690.00 CA fees \$960.00 \$920.00
Joint Local OPA and County OPA's	\$2,670.00	\$1,270.00 County OPA \$850.00 Local OPA CA Fee \$550.00
Joint Local OPA/ County OPA's / Zoning	\$3,540.00	\$1,270.00 County OPA Local OPA \$850.00 Zoning \$690.00 CA fees \$730.00

Subdivision/Condominium Draft Approval	
Up to 20 blocks / lots or units, Flat Fee ----- --	\$5,120.00
21 to 50 blocks / lots or units, Flat Fee ----- --	\$6,400.00
More than 50 blocks / lots or units ----- ----	\$7,670.00
PLUS:	+ Applicable CA Fees
<ul style="list-style-type: none"> Subdivisions \$110.00 per lot or block, with a minimum flat fee of \$850.00 and a maximum flat fee of \$10,170.00 (for the CA fees) Condominiums: The lesser of \$110.00 per unit or \$1,220.00/ha with a minimum flat fee of \$850.00 and a maximum flat fee of \$10,170.00 (for the CA fees) 	
Note: 0.3 meter reserve blocks are not included for calculating applicable fees.	
Condominium – exemption from Draft Approval	\$1,270.00
Subdivision / Condominium – request for Major Revisions (includes re-circulation)	\$1,270.00
Subdivision / Condominium – request for Minor Revisions – OR - Draft Approval – Extension for each additional year	\$640.00

beyond three (3) year lapsing	
Emergency Extension to Draft Approval – When application for Draft Approval Extension is submitted ten (10) or less working days prior to date of lapsing. For each one (1) year Draft Approval Extension.	\$1,090.00
Subdivision / Condominium – Final Approval (Payable prior to the Plan being given Final Approval for registration)	\$1,270.00
NOTE: Separate technical fees for review of studies or other site-specific reports/documents may also be required.	

4.5: Analysis of Fee-Related Activities

4.5.1: Case Volume

Based on the 5-year average (2015-2019, Bruce County's Planning Department reviews and processes approximately 270 applications that have a fee attached to them. Applications are received and processed in three regional hubs: Lakeshore, Inland, and Peninsula – shown in the three different color shades on Graph 4.

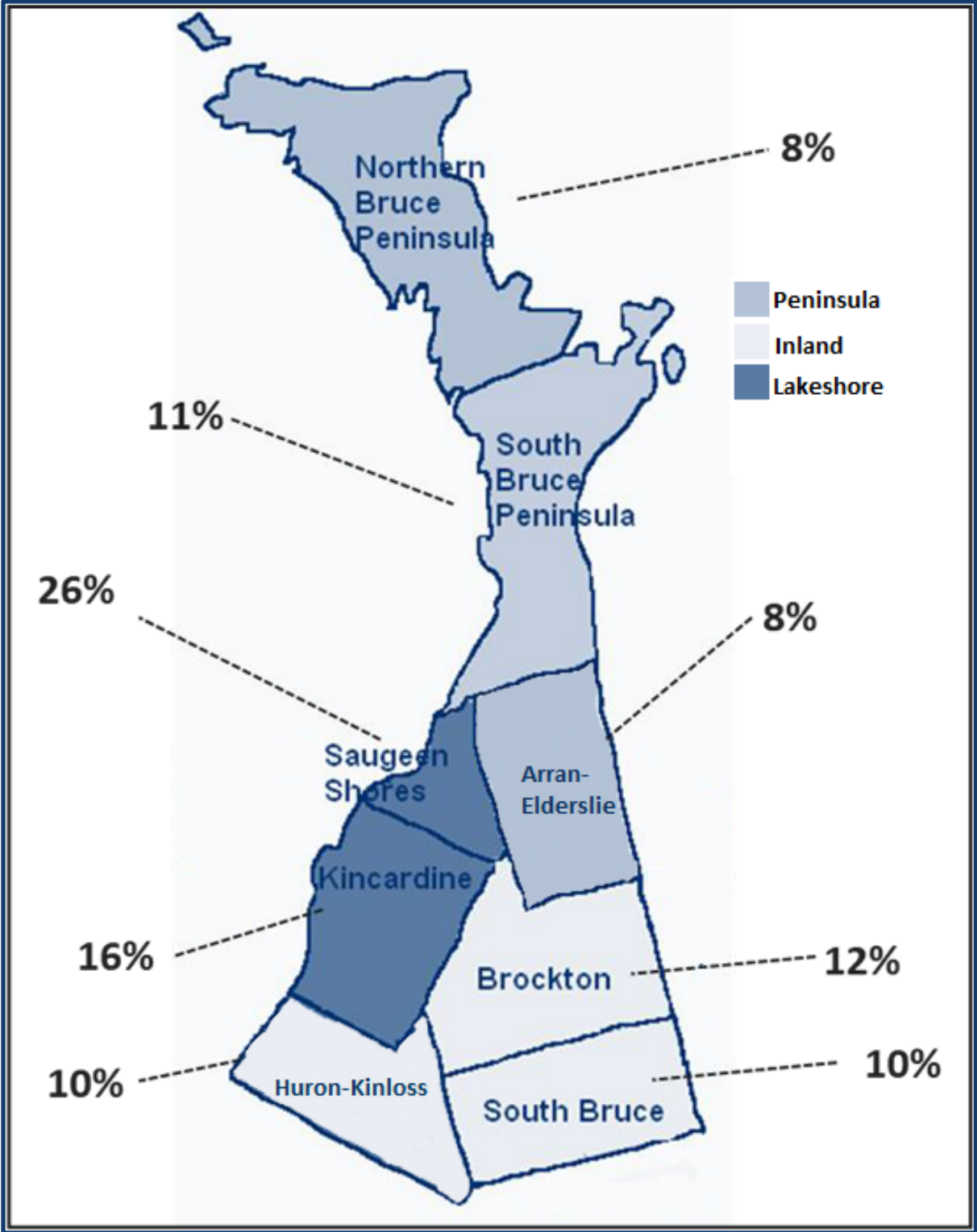
To develop our activity-based costing analysis with a holistic perspective, we worked with the Department's staff to source and segment the volume of application by geographic regions. This geographic segmentation was conducted in two ways by:

1. area of local municipality from which applications originate (see Graph 4)
2. regional hub from which applications originate (see Graph 5)

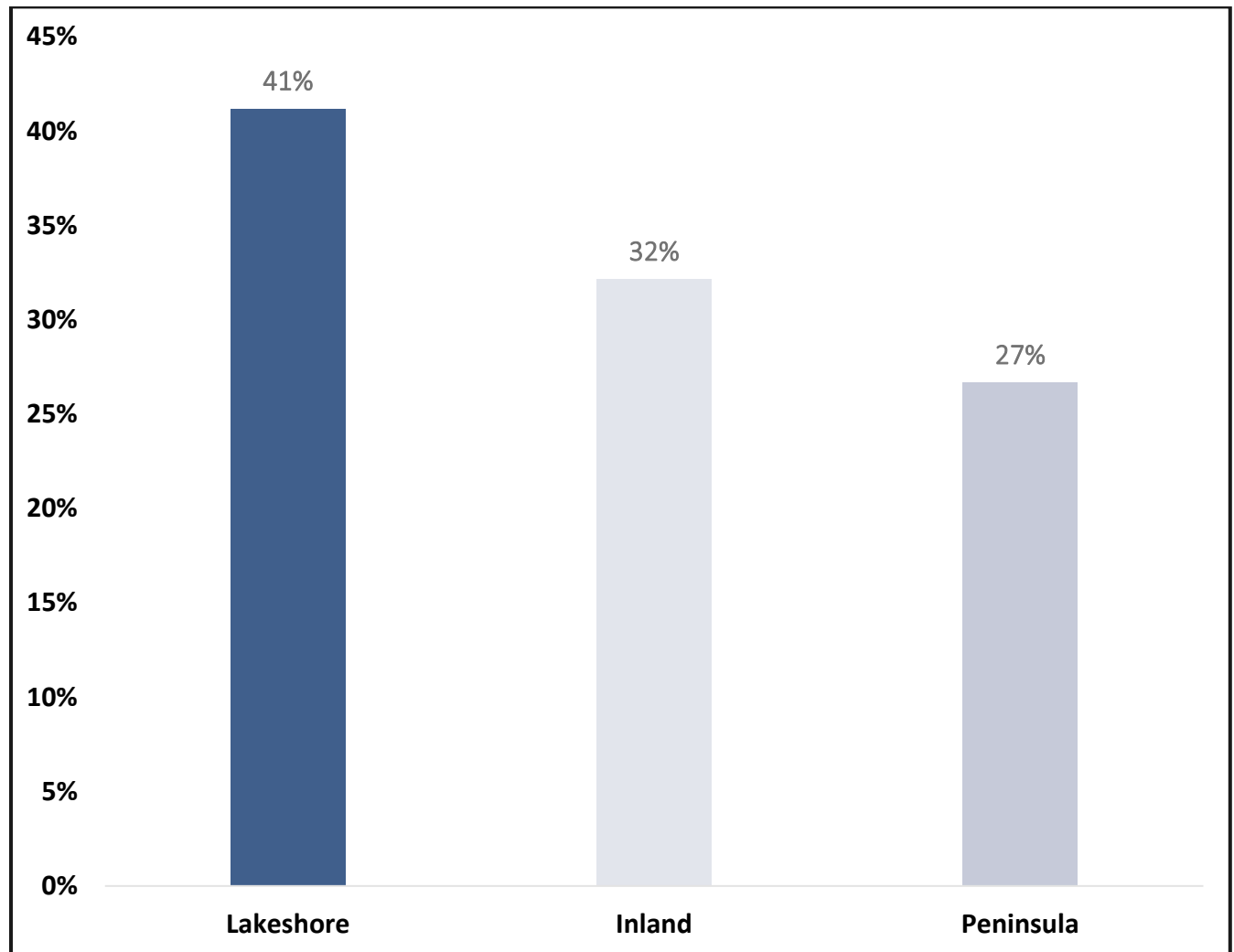
From our data analysis Saugeen Shores contributes the highest volume of applications (approximately 26%), whereas Arran-Elderslie and Northern Bruce Peninsula contribute the least (approximately 8% each).

From the perspective of hubs, Lakeshore receives and processes the most applications (approximately 41% of the total).

Graph 4: Percentage Regional Distribution of Fee-Related Applications by Local Municipality



Graph 5: Percentage Regional Distribution of Fee-Related Applications by Hub



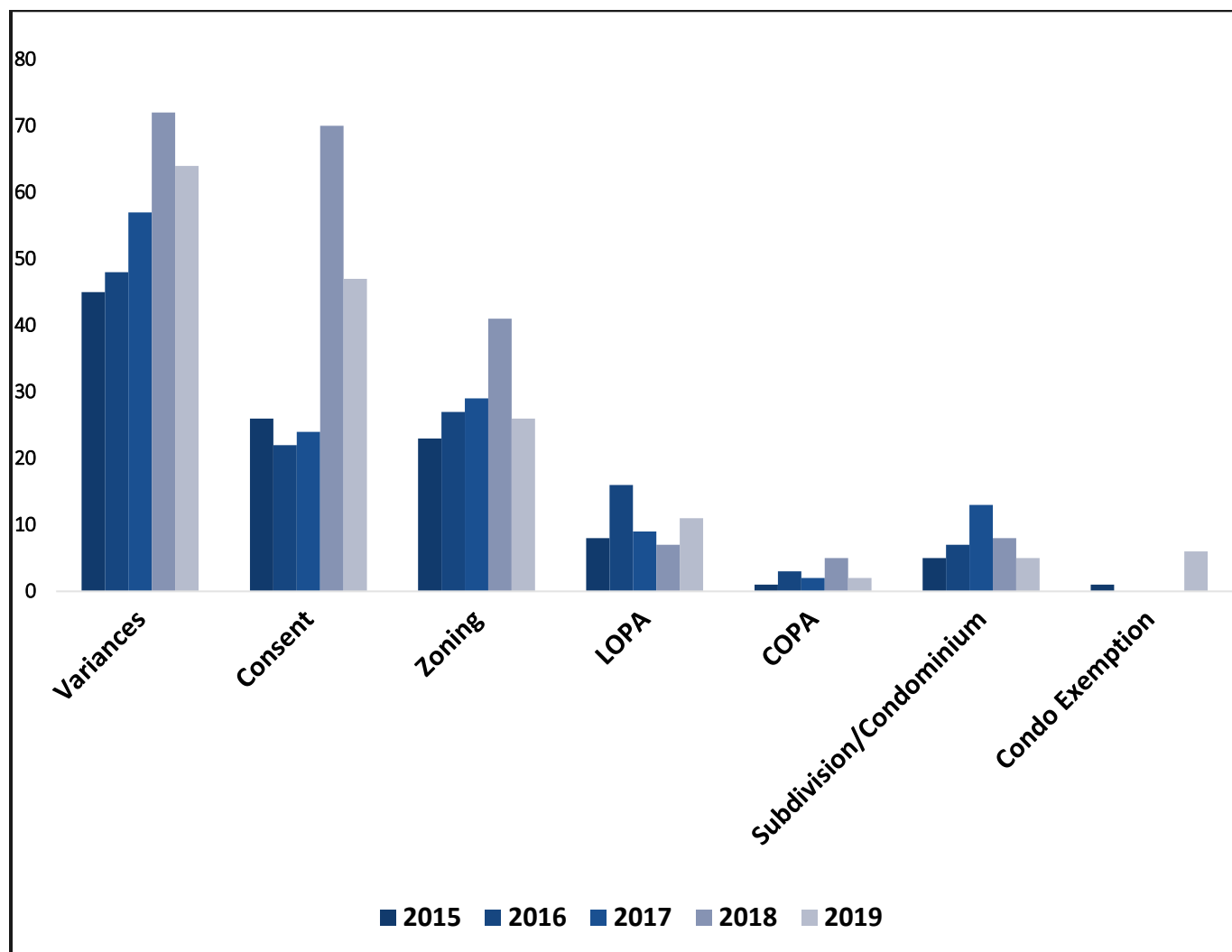
In addition, we worked with the Department's staff to segment the total application volume for Single Applications (Core Application Services) in Graph 6 and for Joint Applications in Graph 7.

With respect to Single Applications, Variances and Consents appear to be the most frequent, whereas Condo Exemptions appear to be the least frequent.

For Joint Applications, combined applications of Consent with Zoning are the most frequent,

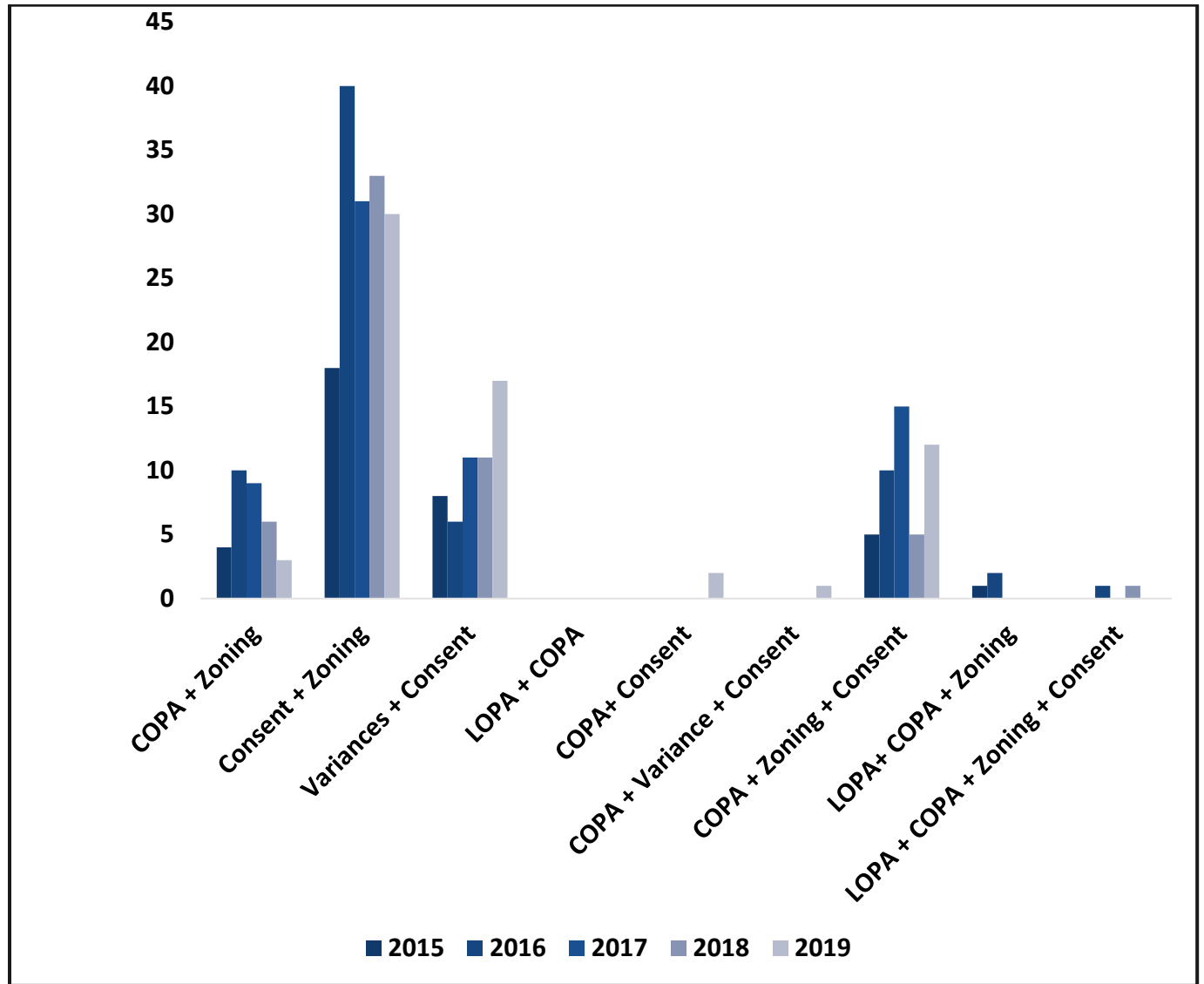
whereas combined County and Local Official Plans Amendments are the least frequent.

Graph 6: Single Applications Volume: Breakdown by Type (2015-2019)



This graph demonstrates the relative volume of Single Application cases and the fact that there is variability from year to year.

Graph 7: Joint Applications Volume: Breakdown by Type (2015-2019)



This graph demonstrates the relative volume of Joint Application cases and the fact that there is variability from year to year.

4.5.2: Staff Effort Distribution

At the core of our activity-based costing mandate was to measure the time contribution of each staff position to each type of application. First, we developed with Departmental staff simplified workflow process charts (Appendix A). Then we used a staff survey to determine the time required of each staff position for each process step for each application type. In addition, we conducted simplified surveys for the Land Use Planning Manager and the GIS

Technician, whose involvement was less in fee-related activities.

The results of our staff effort survey for Single Applications and Joint Applications are presented in Tables 4 and 5.

- Some of the participants provided a specific estimate of time involvement for classes of applications, others provided a range. Where they provided a range, we took the average of the range.
- Then we took the average value of each respondent, for each application type, which is reported in the two following tables

Table 4: Breakdown of Average Hourly Staff Contribution to Core Single Application Services

	Director	Manager	Senior Planner	Planner	App Tech'n	GIS Tech'n
Minor Variances	0.3	0.2	12.1	18.5	11.6	0.0
Consent	0.3	0.2	9.7	19.2	11.6	1.0
ZBA	0.3	0.2	12.3	26.0	13.4	3.0
LOPA	0.8	0.5	17.9	28.3	12.1	3.0
COPA	1.0	0.8	15.5	29.2	14.2	3.0
Subdivision/Condominium (low unit number case)	0.6	1.2	83.0	0.0	26.3	6.0
Subdivision/Condominium (high unit number case)	0.6	1.2	124.0	0.0	34.0	14.0
Condo Exemption	0.3	1.7	14.7	12.8	5.8	0.5

Table 5: Breakdown of Average Hourly Staff Contribution to Joint Application Services

	Director	Manager	Senior Planner	Planner	App Tech'n	GIS Tech'n
COPA + ZBA	1.0	0.8	22.4	44.6	22.2	4.8
Consent + ZBA	1.1	0.3	18.3	37.7	20.7	3.3
Minor Variances + Consent	1.3	0.3	16.5	28.5	17.5	0.8
LOPA + COPA	0.7	1.2	32.5	56.0	25.6	5.8
COPA + Consent	1.7	0.8	22.1	42.5	22.6	3.5
COPA + Variance + Consent	0.2	0.9	28.0	50.3	28.0	3.0
COPA + ZBA + Consent	1.2	0.9	28.9	57.4	30.1	5.4
LOPA + COPA + ZBA	0.8	1.1	34.9	63.8	30.3	6.9
LOPA + COPA + ZBA + Consent	0.9	1.2	41.7	77.4	38.6	7.5

4.5.3: Fee-Related Activity Cost Breakdown

Based on the average time contribution data by each staff member for each application type, we overlaid this data with the hourly compensations. The outcomes of these calculations are exhibited in in Table 6, as the total activity-based cost, expressed in financial terms, corresponding to each type of single and joint applications that have a fee attached to them.

As the generated data shows, the single application types by activity that require the greatest input costs by the County are Subdivision and Condominium applications. The least costly are Consent applications.

Appeals are a sub-process in many of the fee related activities that we examined. While Appeals do not have a distinct fee attached to them by Bruce County, we noticed that as a distinct activity, it is the most costly, at \$4,135 on average. This is explained by the fact that it takes up a lot of time of the more costly staff (Director, Manager, Senior Planner). The frequency of this activity is very low.

Table 6: Activity-Based Cost for each Application Type

Single Applications	Activity-Based Cost
Minor Variances	\$ 1,766
Consent	\$ 1,718
ZBA	\$ 2,262
LOPA	\$ 2,639
COPA	\$ 2,576
Subdivision/Condominium (low unit number case)	\$ 5,214
Subdivision/Condominium (high unit number case)	\$ 7,754
Condo Exemption	\$ 1,574
Appeals	\$ 4,315
Joint Applications	Activity-Based Cost
COPA + ZBA	\$ 3,816
Consent + ZBA	\$ 3,310
Minor Variances + Consent	\$ 2,636
LOPA + COPA	\$ 4,877
COPA + Consent	\$ 3,641
COPA + Variance + Consent	\$ 4,445
COPA + ZBA + Consent	\$ 4,859
LOPA + COPA + ZBA	\$ 5,467
LOPA + COPA + ZBA + Consent	\$ 6,664

4.5.4: Overhead Appropriate for Attribution to Cost Recovery

In addition to Fee-Related Activities (FRA), we considered overhead expenses that are critical for the functioning of the Department and specifically linked to applications that have a fee attached to them.

In Table 7 below, we exhibit the isolated overhead expenses that are necessary for delivering services to fee-related applications. They include both expense items such as software licenses and travel costs, and also an isolated portion of the time (and by extension, the compensation) of staff, such as the GIS Coordinator and the Department's Administrative Assistant, whose work enables the fee-related service delivery.

The data for overhead were sourced from the Department's 2020 Business Plan. In many cases, we have included a parenthesis next to the overhead line items. These parentheses identify the portion of the original expense that was allocated to being directly impactful on fee-related activities.

Additionally, this category of overhead costs directly linked to fee-related activities becomes particularly relevant in the case that the County and the Local Municipalities want to examine what a de-centralized planning service model would be, with local municipalities delivering what are now considered the County's "Complimentary" services. This category of overhead costs would have to be replicated in each separate planning department, leading to duplication and an increased unit cost of service delivery for planning by local municipalities.

Table 7: Overhead Cost Breakdown attributed to Fee-Related Activities

Overhead Category	2020 Dept Budget
GIS Staff (50%)	\$ 39,704
Administrative Support (10% of time allocated to FRAs)	\$ 5,364
ESRI (GIS)	\$ 63,000
Teranet (Parcel Data)	\$ 18,200
GeoCortex (Online GIS)	\$ 6,500
CityWorks (Application Processing)	\$ 21,060

Application and site visit related mileage	\$ 13,600
Postage for notices relating to development (90%)	\$ 13,942
Total Overhead for Fee-Related Activities	\$ 181,369

4.6: Summary of Overhead Not Appropriate for Recovery via Fees

The balance of with-fee vs. without-fee activities costs in the Planning Department is 55% to 45% respectively.

These are some activities that do not have a fee associated with them and are not included into overhead for fee recovery. During our interviews and workshop with staff, we segmented non-fee-related activities into six core areas, elaborated on Table 8 below.

Table 8: Segmentation of Activities Without Fee

Policy	<ul style="list-style-type: none"> County-wide longer-range Policy Planning and Special Projects are provided by the County Planning Division; however, these services often cannot be prioritized due to the Division's necessary focus on development review. Example activities: <ul style="list-style-type: none"> County Official Plan Secondary Plans Local Official Plans
Pre-consultation	<ul style="list-style-type: none"> The County does not charge a fee for pre-consultation work, but it is necessary for supporting the efficient processing of applications.
General Inquiries	<ul style="list-style-type: none"> On average, there are over 450 general inquiries in a year. The County does not charge a fee for them, although they take a significant portion of staff time.

Municipal Projects	<ul style="list-style-type: none"> • Staff provide input to other areas of the municipality planning framework (eg. housing, local OP, community improvement). • Example activities: <ul style="list-style-type: none"> ○ Site plan review ○ Commenting on Niagara Escarpment ○ Communication towers ○ Aggregate quarry or sand pit ○ Other non-routine requests
Administrative	<ul style="list-style-type: none"> • Necessary staff time for organizing workflow, scheduling, internal document production for Planning Committee or the departmental business plan, and team meetings.
Relationship Management	<ul style="list-style-type: none"> • General relationship management with internal and external stakeholders • Office hours • Community Engagement/Education • GIS coordination with other municipalities in region

4.6.1: Cost Breakdown of Non-Fee-Related Activity

The breakdown by the target percentage time commitment and the equivalent activity cost of each staff type is exhibited on Table 8.

As a result of increasing development applications and fee-related activities, the staff struggle to meet their necessary target time commitment to non-fee-related activities. This is an outcome of limited resources.

To some degree, non-fee-related activities would be considered duplication of costs, in the case that local municipalities operated their own planning departments. There are economies of scale captured when non-fee-related activities are centralized in the County, avoiding

duplication of activities and the inherent inefficiency of partial use of full-time resources.

Table 9: Activity Cost Breakdown for Activities Without Fees (Based on Target Utilization)

Annual Utilization for Activities Without Fee (Average Time % Commitment for Each Staff)				
	Manager	Senior Planner	Planner	Technician
Policy	45.00%	20.00% for Applications SP 40% for Policy SP	10.00%	5.00%
Pre-consultation	0.00%	10.00%	5.00%	5.00%
General Inquiries	0.00%	5.00%	20.00%	20.00%
Municipal Projects	10.00%	7.00%	2.00%	1.00%
Administrative	10.00%	12.00%	12.00%	20.00%
Relationship Management	15.00%	3.00%	2.00%	2.00%
Annual Total Activity Cost for Activities Without Fee (Activity Cost \$ Breakdown)				
	Manager	Senior Planner	Planner	Technician
Policy	\$ 44,914	\$ 80,475	\$ 30,772	\$ 8,488
Pre-consultation	\$ 0	\$ 26,825	\$ 15,386	\$ 8,488
General Inquiries	\$ 0	\$ 13,413	\$ 61,545	\$ 33,950
Municipal Projects	\$ 9,981	\$ 18,778	\$ 6,154	\$ 1,698
Administrative	\$ 9,981	\$ 32,190	\$ 36,927	\$ 33,950
Relationship Management	\$ 14,971	\$ 8,048	\$ 6,154	\$ 3,395

Note: The accuracy of the utilization of the Department's staff is estimated to be within a 10% deviation, as there has been significant turnaround in the last few months. This has led to expansion of roles or over-weighting some of the activities by staff that were making up for

urgent coverage of vacant roles.

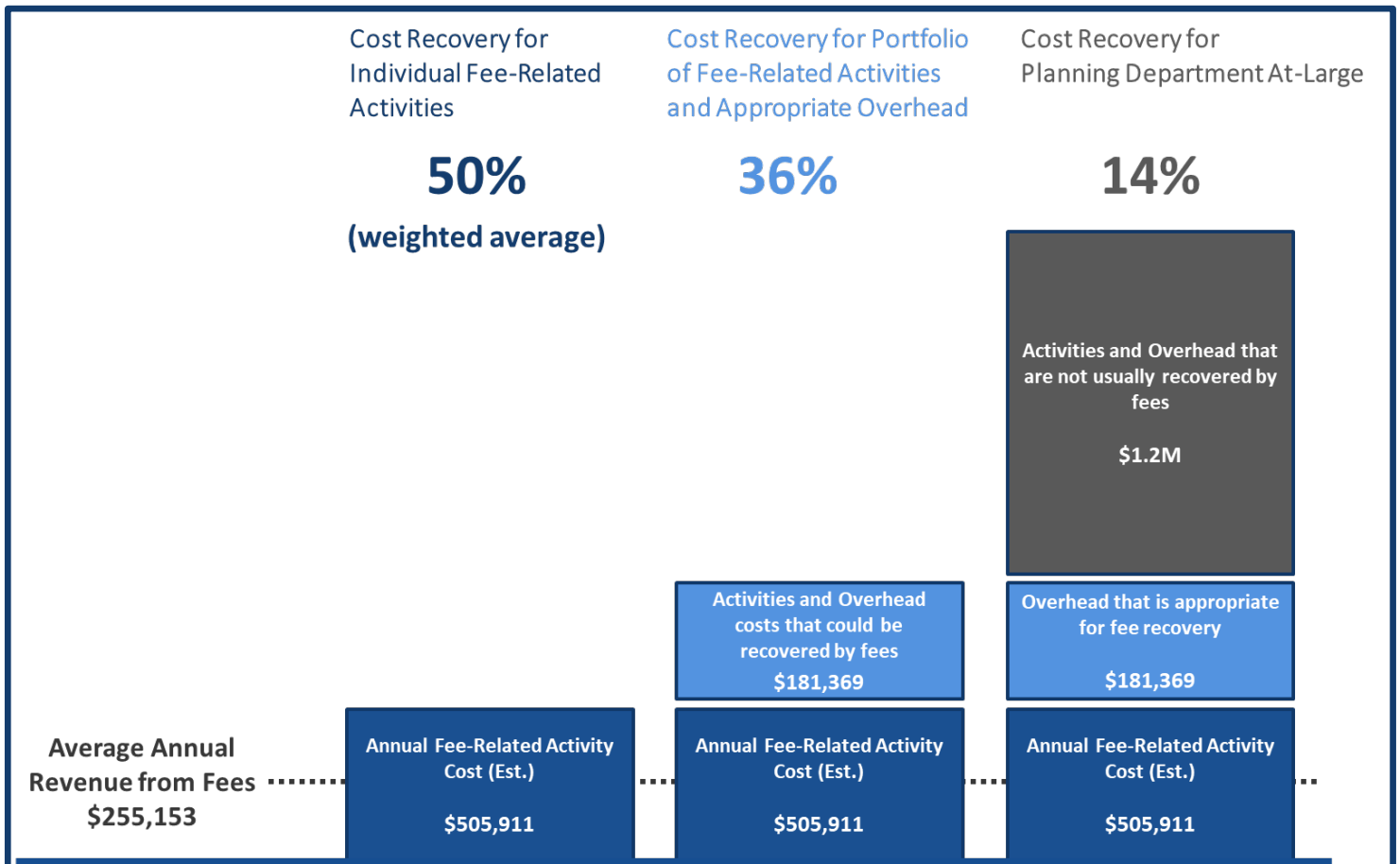
4.7: Findings on Cost Recovery

In this section of our report, we examine cost recovery from three different perspectives:

1. The first model calculates fees with reference to only the direct Activity Costs directly attributable to providing the serve (section 4.7.1)
2. The second model calculates fees by adding to this an appropriate attribution of departmental overhead to the direct costs. (section 4.7.1)
3. The third model is a simple calculation of percentage recovery by taking total planning department costs and comparing it as a percentage of total revenue. (section 4.7.1)

A summary of our findings on cost recovery, from all three perspectives, is presented on Graph 8 below:

Graph 8: Summary of Cost Recovery Findings: Three Perspectives



4.7.1: Cost Recovery for Individual Fee-Related Activities

The first model shows the Bruce County fee (Column A), compared to what the fee would be if it were calculated based on the actual activity costs of providing the service (Column B).

There are additional fees that applicants are charged, but do not apply to the County's cost recovery calculations and thus were not considered:

1. the Conservation Authority fee
2. local municipality fees (eg. for administrative expenses of public meetings)

Table 10: Activity Cost Recovery for Single Applications

	A	B	C	D
	County Fee Collected	Actual Cost Based Activity Costing	Shortfall in Fee Relative to Actual Cost	Activity Cost Recovery
Variances	\$ 620	\$ 1,766	-\$ 1,146	35%
Consent	\$ 960	\$ 1,718	-\$ 758	56%
Zoning	\$ 1,030	\$ 2,262	-\$ 1,232	46%
LOPA	\$ 850	\$ 2,639	-\$ 1,789	32%
COPA	\$ 1,270	\$ 2,576	-\$ 1,306	49%
Subdivision/Condo (average)	\$ 6,395	\$ 6,484	-\$ 89	99%
Condo Exemption	\$ 1,270	\$ 1,574	-\$ 304	81%

With respect to Single Applications, LOPA and Variances exhibit the lowest recovery while Condo Exemptions exhibit the highest. No Single Application service fully recovers its activity costs.

Table 11: Activity Cost Recovery for Joint Applications

	A	B	C	D
	County Fee Collected	Actual Cost Based on Activity Costing	Shortfall in Fee Relative to Actual Cost	Activity Cost Recovery
COPA + Zoning	\$ 1,960	\$ 3,816	-\$ 1,856	51%
Consent + Zoning	\$ 1,990	\$ 3,310	-\$ 1,320	60%
Variances + Consent	\$ 1,580	\$ 2,636	-\$ 1,056	60%
LOPA + COPA	\$ 2,120	\$ 4,877	-\$ 2,757	43%
COPA + Consent	\$ 2,230	\$ 3,641	-\$ 1,411	61%
COPA + Variance + Consent	\$ 2,640	\$ 4,445	-\$ 1,805	59%
COPA + Zoning + Consent	\$ 2,920	\$ 4,859	-\$ 1,939	60%
LOPA + COPA + Zoning	\$ 2,810	\$ 5,467	-\$ 2,657	51%
LOPA + COPA + Zoning + Consent	\$ 3,770	\$ 6,664	-\$ 2,894	57%

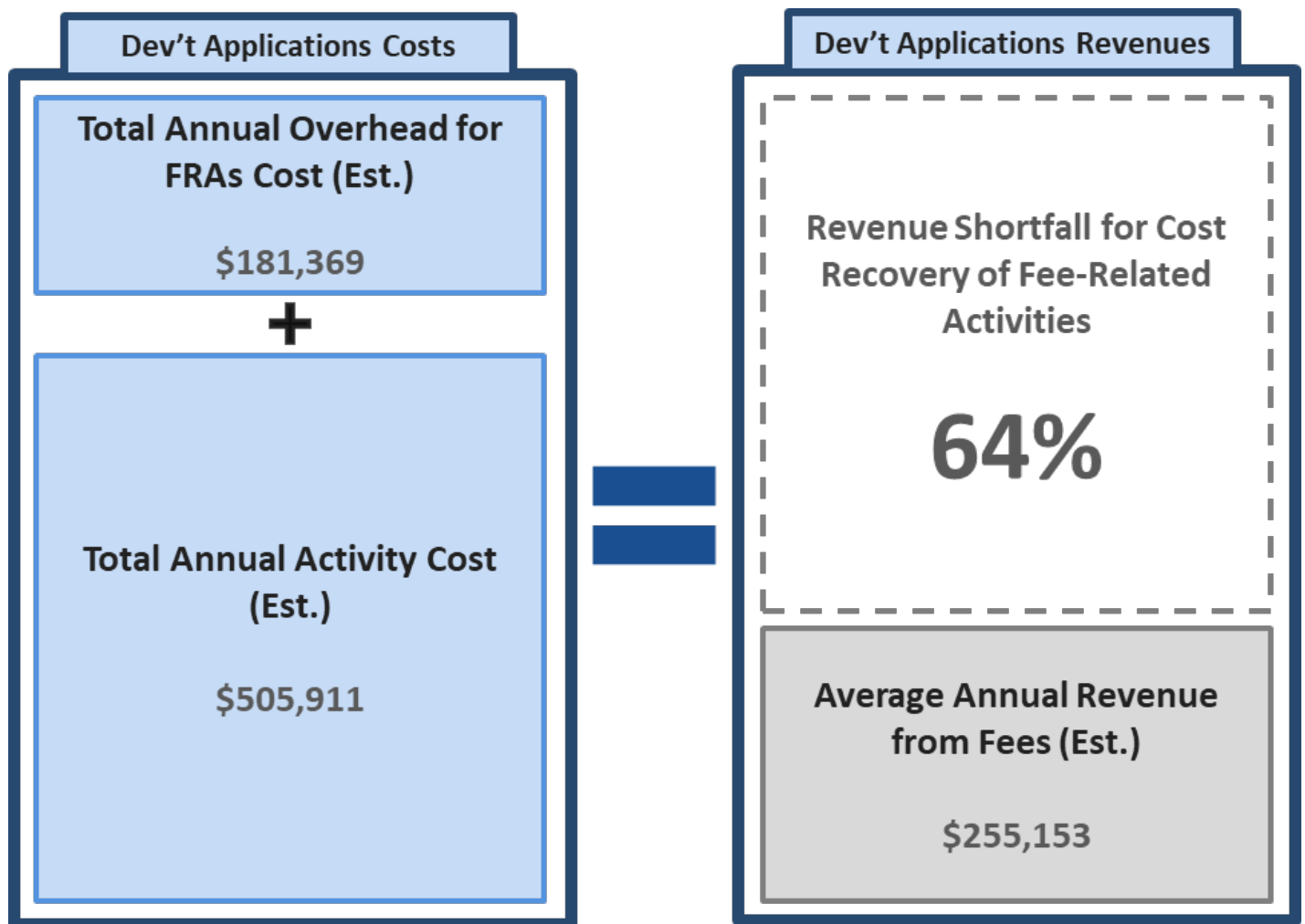
With respect to Joint Applications, COPA/Consent exhibits the highest cost recovery of their corresponding activities, at 61%. The lower cost recovery rate for Joint Applications is that of LOCA+COPA, at 43%.

4.7.2: Cost Recovery for Portfolio of Fee-Related Activities and Appropriate Overhead

When considering the totality of fee-related activities as an annual financial portfolio, including the applicable overhead costs, the revenue shortfall from fees is 63%. Therefore, the cost recovery of the annual financial portfolio of Fee-Related Activities is 37%.

The Total Annual Overhead for Fee-Related Activities is analyzed in Section 4.5.4.

Graph 9: Fee revenue shortfall of related activities on an annual basis



4.7.3: Cost Recovery for Planning Department At-Large

When considering the Planning Department's overall budget cost recovery from development fees, our understanding is that recovery was usually around 20%, with the exception of years with discretionary expenses for process improvement, major municipal projects, and technology upgrades.

The years 2018 and 2019 showed increased budget due to the need to engage consultants for policy initiatives such as, Cityworks Application Processing System, Bruce GPS, Natural Heritage and Land Evaluation Area Review (LEAR) – this level of project activity is planned to remain at this level going forward.

Table 12: Summary of Departments Historical Cost Recovery

	2016	2017	2018	2019
Land Use Planning Program Expenditures	\$1,285,224	\$1,321,113	\$1,755,688	\$1,943,101
Fees and Charges Revenue	\$266,488	\$252,707	\$234,000	\$242,500
Percentage Recovery	21%	19%	13%	12%

5: EXTERNAL REVIEW OF COMPARABLE COUNTIES

5.1: Formation of County Comparable Group

For our comparative analysis, we consulted with County staff to identify the five most relevant comparators. The main criteria for selection of the comparable group was population, area, and average house prices.

It is important to note, however, that no two Counties are the same in their service delivery model or their land use traits, which is why a direct quantitative benchmarking exercise could be a misleading methodology. Instead, we engaged in thorough interviews with the heads of the planning departments of the five comparable municipalities to source insights on their shared service delivery models, their agreements with local municipalities, their departmental and activity-based cost recoveries, their fee collection mechanics, and the feedback they have sourced about their fee schedule from development stakeholders in their area.

In addition, we conducted desktop research to source and segment the fee schedules of each of the comparable municipalities, in order to identify how similarities and differences in the magnitude of fees for comparable services to Bruce County and in the layers of additional fees.

Table 13: Summary of Bruce County's Peer Group of Comparable Upper Tier Municipalities

	Bruce County	Grey County	Huron County	Oxford County	Simcoe County	Wellington County
Population	66,491	93,830	59,297	110,862	305,516	90,932
Area (km2)	4,079	4,513	3,397	2,040	4,841	2,573
Average House Price (2019)	\$ 365,698	\$ 365,700	\$ 378,555	\$ 406,469	\$ 390,701*	\$ 543,974*
Annual App Volume	270+	55	235	450	~ 2,000	281**
Average Overall Cost Recovery from Fees	14%	18%	17%	11%	4%	25%

*** Note:** Based on our limited availability of Canadian Real Estate Association (CREA) data, we are not able to make a distinction on what the average price is both with and without the inclusion of Barrie and Guelph in these Counties. We recognize that these two urban centers might skew the data upwards, to a degree.

**** Note:** This volume of applications captures only the number of applications concerning Wellington's upper-tier approval authority (consents, subdivisions, local OPAs, similar to us), plus minor variances and zoning bylaw amendments. We are cautious that it might under-report the local planning services that Wellington County provides for six of their seven local municipalities. We also note that the overall structure is significantly different – in the Wellington County partnership model, the six local municipalities do the application intake and processing, while the County's planning office provides the Public Meeting Notice, prepares the Planning Report, attends the Public Meeting and provides evidence where needed at Local Planning Appeal Tribunal (LPAT).

5.2: Service Delivery Model Analysis for Comparable Group

In this section we examine the shared service model for planning for Bruce County each of the comparable municipalities, the fee collection mechanics used, the agreements they have with local municipalities, and their overall sense on cost recovery.

5.2.1: County Level Service Model

Bruce County	<ul style="list-style-type: none"> • County Development Application Services: Application processing and planning advisory services to the County and reports to County Council, for fee-related activities such as: County Official Plan Amendment, Consents, Land Division, and Draft Plans of Subdivisions and Condominiums. Approval authority for un-disputed subdivisions, condominiums and consents is delegated to County planning staff. • County Policy Services: The Department is also mandated to conduct longer-range policy planning that informs and advises the County Council regarding the County Official Plan's implementation, along with other County-level policy studies and participation in municipal initiatives of other departments.
Grey County	<ul style="list-style-type: none"> • County Development Application Services: County staff are responsible for receiving and processing Draft Plan of Subdivision and Condominium applications, which they then present to Local Municipalities' Councils. Only exception is the Local Municipality of Owen Sound. • County Policy Planning Services: County-level policy services, such as the updating of the County Official Plan, are conducted by County staff.
Huron County	<ul style="list-style-type: none"> • County Development Application Services: County staff are responsible for receiving and processing Draft Plan of Subdivision and Condominium applications, which they then present to Local Municipalities' Councils. County staff receive and commend on Consents, which they then present to the Land Division Committee. Un-disputed consents are delegated to County staff.

	<ul style="list-style-type: none"> • County Policy Services: County staff are responsible for the policy services to the County, eg. updates to the County Official Plan, and other long-range municipal projects.
Oxford County	<ul style="list-style-type: none"> • County Development Application Services: County staff are responsible for receiving and processing Draft Plan of Subdivision and Condominium applications, which they then present to Local Municipalities' Councils. County staff receive and commend on Consents, which they then present to the Land Division Committee. Un-disputed consents are delegated to County staff. Also responsible for COPA. • County Policy Services: County-level policy services, such as the updating of the County Official Plan, are conducted by County staff. When additional studies that require specialist knowledge are required, they are procured externally.
Simcoe County	<ul style="list-style-type: none"> • County Development Application Services: Simcoe County accepts applications for: <ul style="list-style-type: none"> ○ Draft Plan of Subdivision Application ○ Draft Plan of Condominium Application ○ Pre-consultation Form ○ County of Simcoe Official Plan Amendment Submission Form ○ Engineering Review Application • County Policy Services: County-wide longer range Policy Planning and Special Projects are provided by the County Planning department.
Wellington County	<ul style="list-style-type: none"> • County Development Application Services: County Staff receive and process all County-level planning applications. They present them to the County's Planning Committee. Staff have delegated approval authority for subdivisions and condominiums. • County Policy Services: The County has dedicated planning policy staff, which complete 70% of the County-level policy work. The

	balance (eg. Climate Action Plan) is procured externally.
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5.2.2: Service Agreements with Local Municipalities

Bruce County	<ul style="list-style-type: none"> • Local Development Application Services: At the Local level, the County operates based on Memorandums of Agreement (MoA) with local municipalities. These MoA refer to the application processing and planning advisory services, reporting to local municipal councils for the amendment of planning documents, for fee-related activities such as: Variances, Zoning, and Local Official Plan Amendments. Planning applications for Local Municipalities are received by the three regional hubs (Lakeshore, Inland, Peninsula). Staff prepare and present reports to Local Municipalities' Committees of Adjustment and Councils, as directed by the original MoA of the late 1990s. • Local Project Services: In addition, when the County's budget and staff utilization capacity allows, the Land Use Planning Division also updates Local Official Plans, participates in local municipal studies, conducts zoning by-law reviews, and develops community improvement plans. Furthermore, undisputed local OPA have been delegated to County planning staff. Over the years, staff have managed to deliver five-year updates to Local Official Plans and Comprehensive Zoning By-laws. In the last few years, however, this is becoming increasingly challenging, based on resource constraints and the growing volume of Local Municipal development applications whose timelines are prioritized by provincial regulation. This has led to some updates of Local Official Plans and Zoning By-laws to be outsourced by the local municipalities.
Grey County	<ul style="list-style-type: none"> • Local Development Application Services: With the exception of Site Plan Control, Local Municipalities receive and process Local-level applications, while County staff comment on them. • Local Project Services: Delivered by Local Municipalities staff. If

	<p>there are capacity constraints, they are procured externally. The County is invited to comment. County Staff works with Local Municipalities to develop Community Improvement Program, including other policy matters, such as Affordable Housing and Conversions of Buildings.</p>
Huron County	<ul style="list-style-type: none"> • Local Development Application Services: Local Municipality staff receive applications for Variances and Zoning, while County staff comment on them and present to Local Councils or Committees of Adjustment. When County staff are required to comment and write reports on Site Plans, there is a fee for service. • Local Project Services: County staff deliver the Local-level policy services. There is an understanding between the County and the Local Municipalities that the County staff has capacity to conduct two Local Official Plan updates and two Zoning By-law Reviews per year. In addition, County staff deliver Community Improvement Plans for Local Municipalities and have been delegated the authority for undisputed LOPA.
Oxford County	<ul style="list-style-type: none"> • Local Development Application Services: County staff receive Zoning applications, which they process and present to Local Councils. Local staff receive and process Variances, which County staff comment on and present to Local Committees of Adjustment. Local staff receive and process Site Plan Control applications. • Local Project Services: County's planning department provides most of the times the policy services for Secondary Plans and Zoning-Bylaw Reviews/Updates. Local municipalities do not have Local Official Plans.
Simcoe County	<ul style="list-style-type: none"> • Local Development Application Services: The County is the approval authority for Draft Plans of Subdivisions and Condominiums for the Township of Severn, Township of Springwater and Township of Tiny. Where Simcoe County's Planning Staff receive an application for a plan of subdivision/condominium which is also subject to an official plan

	<p>amendment, the subdivision/condominium application will only be accepted once the official plan amendment has been adopted by the Local Municipality. For all other municipalities, the County is a commenting agency and circulate plans of subdivision for review. Local municipalities are the approval authorities for zoning bylaws and consents. The County is a commenting agency. Local municipalities prepare and approve site plans. The County must also approve site plans on properties which concern County Roads. It is the intention of the County to eventually delegate this authority to all member municipalities.</p> <ul style="list-style-type: none"> • Local Project Services: The County is the approval authority for all local municipal official plans/amendments. New Local Official Plans are approved by County Council. Amendments to Local Official Plans are approved by Council's Corporate Services Committee.
Wellington County	<ul style="list-style-type: none"> • Local Development Application Services: The County's Planning Department provides consulting services to Local Municipalities, invoicing them directly for their support with Local development applications. In the case that applications are provided to the County for statutory comments or reviews, the Local Municipalities are not charged the consulting fee. • Local Project Services: Most Local Municipalities have foregone the creation of Local Official Plans and are covered by the County's Official Plan. Exceptions are the Town of Erin and the urban centers of Fergus, Elora and Salem, which have their own Local Official Plans.

5.2.3: Fee Collection Mechanics

Bruce County	<ul style="list-style-type: none"> • Bruce County collects all fees. • The Conservation Authority fees and the Local Municipalities' fees for covering public meeting administration costs are added on top of County fees.
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Grey County	<ul style="list-style-type: none"> • County collects fees directly for the services it delivers. • Some of the Local municipalities collect review fees, if they are involved in the process (eg. subdivision amendments). • 95% of the time there is a local application that accompanies a subdivision application to the County. The Local and the County communicate to issue a joint letter, and then the Conservation Authority follows up with additional fees and letter. • County has been receiving more revenue than what it is budgeting, because of increasing development activity. • If there are application fees related to CIPs, they waive their fees in order to align with Council's CIP priorities. • Delegation of authority to the lower tiers: some Locals have the staff capacity and others have a part-time consultants, and the County is considering a hybrid model to delegate different authorities to different municipalities (depending on capacity of locals). They are trying to streamline their processes. They implemented a planning application tracking system, developed with their IT department. They have gone paperless now – all applications are digital, and they can track them much more easily. Total digital transformation cost was around \$30,000 (4-5 months long of transformation with IT staff), based on their existing GIS system. • Peer-review deposit collected if peer review required and technical studies done. If not used, the deposit is refunded.
Huron County	<ul style="list-style-type: none"> • Efficient shared service. • The County provides the planning services for all local municipalities. Development applicants pay only one fee to either the County or to the Local. It is a one-stop-shop for the developer. The County and the Local split the fee. The County and the Local Municipalities reconcile the balance quarterly. • The fees are collected by whoever has the approval authority for

	each service.
Oxford County	<ul style="list-style-type: none"> • Fee collection is at the level of the municipality that is concerned. • For Zoning, the local municipality collects the fee, the County invoices the local municipality and receives the fee.
Simcoe County	<ul style="list-style-type: none"> • No formal overarching agreement, but there is an understanding. • Developers push back, especially when peer-reviews are necessary and an external consultant needs to be hired. When a developer puts in an application, there is an agreement with the developer on full cost recovery of external consultant use. • Understanding between the County and Local Municipalities: <ul style="list-style-type: none"> ○ If County is the approval authority, all applications are filled with the County directly and fees are collected directly. (eg. subdivision). The County liaises with the local municipality around water/sewer/road considerations, and; ○ All Development Charges and Permits are at building-permit stage, so they are collected by the Local Municipality. The local municipality pays the County monthly.
Wellington County	<ul style="list-style-type: none"> • Draft Plans for Subdivisions and Condominiums, Part Lot Consents and COPA fees are collected directly by the County. • All other fees are collected by the Local Municipalities. • The Part Lot Exemption application has both a Local Municipality and County fee. The County collects the local fee and forwards afterwards. • For Conservation Authority fees, the applicant sorts the fee with the Conservation Authority. The County receives it and forwards the funds directly to the Conservation Authority.

5.2.4: Insights on Cost Recovery from Fees

Bruce County	<ul style="list-style-type: none"> • At the service level, activity cost recovery is around 50% by weighted average. • At the total service portfolio level, accounting for both activity and fee-related overhead costs, recovery is approximately at 45%. • At an overall department budget level, recovery is usually just under 20%.
Grey County	<ul style="list-style-type: none"> • Their fees are set to cover the average cost of each type of application • Updated fees three months ago.
Huron County	<ul style="list-style-type: none"> • On average, per service, they are at 80% of activity cost recovery, approximately. • They review their fees every 5 years. When reviewed back in 2012, they used to do a very detailed review and proposed a lump sum to Council – the Council took that lump sum and spread it out over 5 years. Post 5 years, fees increase by 2% annually afterwards.
Oxford County	<ul style="list-style-type: none"> • The Department has not been pressured by County to recover costs. Some applications are free of charge and subsidized by the tax base.
Simcoe County	<ul style="list-style-type: none"> • Department's focus is on doing long-range planning, so cost recovery from fees has not been a priority. • Applications for subdivisions that have fees, exhibit a 25-30% cost recovery. • Draft Extensions (\$300) – around 30-50% cost recovery.
Wellington County	<ul style="list-style-type: none"> • For decades, cost recovery was not something that the County was aggressively pursuing, until 2017. • County conducted a comprehensive review of fees two years ago – they ended up introducing fees for OP amendments. • Overall, the development division generates revenue, and the

	<p>policy division spends the money.</p> <ul style="list-style-type: none"> • For development services cost recovery, they are close to full cost recovery. • The County does a lot of pre-consultation but does not charge for it. Neither the member municipalities nor the County have passed a bylaw that would require a pre-consultation. Despite that, rarely are there applicants that apply without a pre-consultation.
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5.3: Fee Structure Comparison

In this section we group together the corresponding fee schedules for each of the 8 core types of services. The objective is to study and analyze the similarities and differences of the fees charged for each service between Bruce County and its five comparator upper tier municipalities. Our analysis surfaces differences not only in the magnitude of fees applied, but in the layering of fees too.

For Variances, Consents and Zoning By-law Amendments specifically, which are not the responsibility of the County in some of the comparator cases of the peer group, we identified the fees applied by their local municipalities (where possible). We then used the average of the local municipalities fees as a comparable value for those Counties (ie. Grey, Oxford, Simcoe), to add perspective to our analysis.

5.3.1: Variances

<p>Analysis: Bruce's fees for Variance are among the lowest and 49% lower than the average fee of the comparable peer group. Additionally, they do not capture the cost efficiencies of multiple minor variances in one application in their pricing. A higher fee would benefit the municipality's cost recovery and a flexible pricing for multiple minor variances would benefit the applicants.</p>	
Bruce County	<ul style="list-style-type: none"> • Minor Variance: \$620
Grey County	<p><i>Not Applicable to County</i></p> <ul style="list-style-type: none"> • Outlining fees set by local municipalities: \$1,075 on average <ul style="list-style-type: none"> ○ Owen Sound: \$850

	<ul style="list-style-type: none"> ○ Grey Highlands: \$700 ○ Meaford: \$1,200 ○ Blue Mountains: \$1,600 ○ Chatsworth: \$1,000 ○ Georgian Bluffs: \$1,100
Huron County	<ul style="list-style-type: none"> • 1 or 2 Variances: \$1,514 • 3 or more Variances: \$1,947
Oxford County	<p><i>Not Applicable to County</i></p> <ul style="list-style-type: none"> • Minor Variance fees set by local municipalities: \$692 on average <ul style="list-style-type: none"> ○ Blandford-Blenheim: \$500 ○ East Zorra-Tavistock: \$325 ○ Norwich: \$600 ○ South-West Oxford: \$400 ○ Zorra: \$650 ○ Ingersoll: \$1,413 ○ Tillsonburg: \$950 ○ Woodstock: \$700 • Minor Variance in Joint Application with Consent: \$75 extra to the single consent-only application fee
Simcoe County	<p><i>Not Applicable to County</i></p> <ul style="list-style-type: none"> • Minor Variance fees set by local municipalities: \$1,571 on average <ul style="list-style-type: none"> ○ Collingwood: \$3,220 base + \$1,040 contingency ○ Essa: \$2,000 (minor) or \$5,000 (major) ○ Innisfil: \$900 (minor) or \$2,500 (major) ○ Penetanguishene: \$500

	<ul style="list-style-type: none"> ○ Ramara: \$1,000 ○ Springwater: \$1,000 ○ Tay: \$800 ○ Clearview: \$600 ○ New Tecumseh: \$500 ○ Wasaga Beach: \$900 ○ Bradford West Gwillimbury: \$1,500
Wellington County	<ul style="list-style-type: none"> • Minor Variance Application Review: Hourly rate of \$150, plus Meeting Charge of \$300, as applicable. This was introduced in 2020.

5.3.2: Consent

<p>Analysis: Bruce's fees for Variance are the lowest. Bruce's fees for Consents are 46% lower than the average of the comparable Counties peer group. For Part Lot Control, Bruce County's fees are flat, whereas the comparable Counties' are either variable or a combination of flat plus variable.</p>	
Bruce County	<ul style="list-style-type: none"> • Consent: \$960 • Consent Certification Fee: \$150 • Consent – Change of Conditions: \$560 • Foreclosure – Power of Sale/Validation of title: \$940 • Part Lot Control: \$940
Grey County	<p><i>Not Applicable to County level</i></p> <ul style="list-style-type: none"> • Consent fees set by local municipalities: \$1,702 on average <ul style="list-style-type: none"> ○ Owen Sound: \$1,800 + \$600 for every additional lot ○ Grey Highlands: \$1,300 ○ Meaford: \$1,900 (consent to severance) ○ Blue Mountains: \$2,760 base + \$605 for each additional lot

	<ul style="list-style-type: none"> ○ Chatsworth: \$1,350 ○ Georgian Bluffs: \$1,100 • Re-issue Certificate of Consent: \$41 • Validation Order: \$600 • Power of Sale: \$600 • Part Lot Control: \$295 plus \$117 per parcel created
Huron County	<ul style="list-style-type: none"> • Consent: \$2,164 • Part Lot Control: \$2,164 <ul style="list-style-type: none"> ○ Applicants cover all legal costs and by-law preparation
Oxford County	<ul style="list-style-type: none"> • Consent: \$2,065 <ul style="list-style-type: none"> ○ Each additional lot: \$1,030 • Validation Order: \$665 • Part Lot Control Exemption: \$760 <ul style="list-style-type: none"> ○ Plus \$160 per part/lot (up to 6), to a maximum additional fee of \$1,055 (for 7 and above)
Simcoe County	<p><i>Not Applicable to County</i></p> <ul style="list-style-type: none"> • Consent fees set by local municipalities: \$1,911 on average <ul style="list-style-type: none"> ○ Collingwood: \$2,499 plus \$2,121 contingency ○ Essa: \$2,500 ○ Innisfil: \$2,300 ○ Penetanguishene: \$1,000 ○ Ramara: \$1,200 base plus \$900 each additional lot ○ Tay: \$1,500 ○ Clearview: \$2,000 ○ Wasaga Beach: \$1,700

	<ul style="list-style-type: none"> ○ Bradford West Gwillimbury: \$2,500 • Part Lot Control: \$275 plus full cost recovery
Wellington County	<ul style="list-style-type: none"> • Severance application (2): \$4,430 <ul style="list-style-type: none"> ○ Validation of Title, Technical Severance, Mortgage Discharge: \$1,500 • Severance registration: \$1,710 • Change of Conditions for severance applications: \$1,580 • Part Lot Control: \$100 per lot/unit • Part Lot Control By-law Director's Final Approval: \$920

5.3.3: Zoning

<p>Analysis: Bruce's fees for Zoning By-law Amendments are the lowest. They are 54% lower than the average of the comparable Counties peer group. In addition, we note that Huron County has a distinct fee for Renewal of Temporary Use Zoning By-law.</p>	
Bruce County	<ul style="list-style-type: none"> • Rezoning: \$1,030
Grey County	<p><i>Not Applicable to County level</i></p> <ul style="list-style-type: none"> • Zoning fees set by local municipalities: \$2,371 on average <ul style="list-style-type: none"> ○ Owen Sound: \$3,000 ○ Grey Highlands: \$1,200 base + \$2,000 contingency ○ Meaford: \$1,700 (minor) or \$4,000 (major) ○ Blue Mountains: \$1,755 (Individual); \$2,570 (S); \$4,710 (L) ○ Chatsworth: <ul style="list-style-type: none"> ➤ Major: \$3,750 deposit (\$800 admin fee and \$200 for each public meeting) ➤ Minor: \$1,100 (\$500 admin fee included) + \$2,000

	<p>security deposit for Temporary Use permits</p> <ul style="list-style-type: none"> ○ Georgian Bluffs: \$1,500
Huron County	<ul style="list-style-type: none"> • Zoning By-law Amendment: \$1,947 • Renewal of Temporary Use Zoning By-law: \$432
Oxford County	<p><i>Not Applicable to County</i></p> <ul style="list-style-type: none"> • Minor Variance fees set by local municipalities: \$1,032 on average <ul style="list-style-type: none"> ○ Blandford-Blenheim: \$550 ○ East Zorra-Tavistock: \$550 ○ Norwich: \$600 ○ South-West Oxford: \$500 ○ Zorra: \$1,500 ○ Ingersoll: \$2,555 ○ Tilsonburg: \$1,250 ○ Woodstock: \$750
Simcoe County	<p><i>Not Applicable to County level</i></p> <ul style="list-style-type: none"> • Outlining fees set by local municipalities: \$3,514 on average <ul style="list-style-type: none"> ○ Collingwood: \$3,220 base + \$1,040 contingency ○ Essa: \$2,000 (minor) or \$5,000 (major) ○ Innisfil: \$2,300 ○ Penetanguishene: \$1,500 (minor) to \$3,000 (major) ○ Ramara: <ul style="list-style-type: none"> ➤ Residential: \$3,500 (<4 units), \$6,000 (>4 units) ➤ Non-Residential: \$5,000 (<500m²), \$8,000 (>500m²) ➤ Aggregate Quarry: \$35,000 (<20K tonnes) or \$65,000 (>20K tonnes)

	<ul style="list-style-type: none"> ○ Springwater: \$1,500 (minor) or \$3,000 (major) ○ Tay: \$2,500 (minor) or \$4,000 (major), plus \$2,000 deposit ○ Clearview: \$2,500 (minor) or \$5,000 (major) ○ Wasaga Beach: \$2,000 (minor) or \$4,500 (major) ○ Bradford West Gwillimbury: <ul style="list-style-type: none"> ➤ <0.2 hectares: \$5,432 ➤ Other sites: \$9,835
Wellington County	<ul style="list-style-type: none"> • Rezoning Application Review: \$6,580. This was introduced in 2020.

5.3.4: Local Official Plan Amendment

Analysis: Bruce's fees for Local Official Plan Amendments are the lowest. They are 54% lower than the average of the comparable Counties peer group.	
Bruce County	<ul style="list-style-type: none"> • LOPA: \$1,270
Grey County	<p><i>Not Applicable to County.</i></p> <ul style="list-style-type: none"> • LOPA fees set by local municipalities: \$5,364 on average <ul style="list-style-type: none"> ○ Owen Sound: \$3,000 ○ Grey Highlands: \$2,000 base + \$3,000 contingency ○ Meaford: \$3,750 (minor) or \$8,000 (major) ○ Blue Mountains: <ul style="list-style-type: none"> ➤ \$2,380 (Individual) ➤ \$5,930 (Small) + \$2,500 security deposit ➤ \$8,895 (Medium) + \$5,000 security deposit ➤ \$14,075 (Large) + \$5,000 security deposit ○ Georgian Bluffs: \$2,250 <p><i>Local municipalities' staff either conduct internally or outsource.</i></p>

	<p><i>County is invited only to comment.</i></p> <ul style="list-style-type: none"> • Approval of LOPA: \$850
Huron County	<ul style="list-style-type: none"> • LOPA: \$3,788
Oxford County	<p><i>Not Applicable, as local municipalities do not have Official Plans</i></p>
Simcoe County	<ul style="list-style-type: none"> • LOPA: \$3,000 plus full cost recovery
Wellington County	<ul style="list-style-type: none"> • LOPA: \$3,110

5.3.5: County Official Plan Amendment

<p>Analysis: Bruce's fees for Local Official Plan Amendments are the lowest. They are 59% lower than the average of the comparable Counties peer group.</p>	
Bruce County	<ul style="list-style-type: none"> • COPA: \$1,270
Grey County	<ul style="list-style-type: none"> • Major COPA: \$3,500 • Minor COPA: \$1,750
Huron County	<ul style="list-style-type: none"> • COPA: \$3,788
Oxford County	<ul style="list-style-type: none"> • COPA (regular): \$2,735 • COPA (technical): \$1,020
Simcoe County	<ul style="list-style-type: none"> • COPA: \$7,500
Wellington County	<ul style="list-style-type: none"> • COPA: \$3,110

5.3.6: Subdivision/Condominium

<p>Analysis: Bruce County's starting fee for Subdivision/Condominium Draft is 4% lower than the average of the comparable Counties peer group. While the base fee is among the lowest in the</p>

peer group, as the variable fee portion of it is added for incremental blocks/lots/units, it begins converging towards the average of its comparable Counties.

Bruce County	<ul style="list-style-type: none"> • Draft Approval: <ul style="list-style-type: none"> ○ Up to 20 blocks / lots or units, Flat Fee: \$5,120.00 ○ 21 to 50 blocks / lots or units, Flat Fee: \$6,400.00 ○ More than 50 blocks / lots or units: \$7,670.00 ○ Plus: <ul style="list-style-type: none"> ➤ Subdivisions: \$110.00 per lot or block, with a minimum flat fee of \$850.00 and a maximum flat fee of \$10,170.00 (for the CA fees) ➤ Condominiums: The lesser of \$110.00 per unit or \$1,220.00/ha with a minimum flat fee of \$850.00 and a maximum flat fee of \$10,170.00 (for the CA fees) • Major Revisions Request: \$1,270 • Minor Revisions Request: \$640 • Emergency Extension: \$1,090 • Final Approval: \$1,270
Grey County	<ul style="list-style-type: none"> • Plan approval: \$6,610 base fee <ul style="list-style-type: none"> ○ Plus: \$102 per lot/unit/block to a maximum additional fee of \$11,220 or a total maximum fee of \$17,830 • Circulation of Revised Plans prior to Final Approval: \$295 • Major Revisions Request: \$1,420 • Minor Revisions Request: \$885 • Emergency Extension: \$885 • Final Approval: \$1,190
Huron County	<ul style="list-style-type: none"> • Plan of Subdivision/Condominium:

	<ul style="list-style-type: none"> ○ 1 to 10 lots/blocks/units: \$6,493 ○ Plus: \$162 per lot/block/unit over 10 to a maximum of \$15,918 • Emergency Extension: \$540 • Revisions Request: \$540 • Final Approval: \$1,081 for phases over 2 • By-law to deem lots not in a Plan of Subdivision, or the repeal of such By-law: \$432
Oxford County	<ul style="list-style-type: none"> • Condominium (except vacant land): \$1,660 • Subdivision (including vacant land condominium): \$3,630
Simcoe County	<ul style="list-style-type: none"> • Draft Plan of Subdivision/Condominium: \$7,000 plus full cost recovery • Major Revisions: \$1,500 plus full cost recovery • Minor Revisions: \$1,000 plus full cost recovery • Revision prior to Draft Approval: \$1,000 plus full cost recovery • Emergency Extension: \$500 • Final Approval: \$1,000
Wellington County	<ul style="list-style-type: none"> • Subdivision: <ul style="list-style-type: none"> ○ Draft Plan of Subdivision Application: \$11,220 <ul style="list-style-type: none"> ➤ 0-25: \$150 per lot/unit ➤ 26-100: \$110 per lot/unit ➤ 101-200: \$74 per lot/unit ➤ 200+: \$60 per lot/unit ○ Director's Final Approval: \$2,750 ○ Major Revisions: \$6,620

	<ul style="list-style-type: none"> ○ Minor Revisions: \$3,3470 ○ Draft Approval Extension: \$1,200 ○ Emergency Extension: \$1,200 ● Condominium: <ul style="list-style-type: none"> ○ Draft Plan of Condominium Application: \$20,250 <ul style="list-style-type: none"> ➤ Plus \$195 per lot/unit ○ Director's Final Approval: \$2,750 ○ Major Revisions: \$6,620 ○ Minor Revisions: \$3,3470 ○ Draft Approval Extension: \$1,200 ○ Emergency Extension: \$1,200
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5.3.7: Condominium Exemption

Analysis: Bruce County's fees for Condo Exemptions are 15% higher than the average of the comparable Counties peer group. This explains the high cost recovery exhibited for this infrequent type of applications.	
Bruce County	● Condo Exemption: \$1,270
Grey County	● Condo Exemption: \$1,210
Huron County	<i>Not Applicable</i>
Oxford County	● Condo Exemption: \$1,150
Simcoe County	● Condo Exemption: \$1,000
Wellington County	<i>Not Applicable</i>

5.3.8: Other

Analysis: Bruce County currently has neither a fee nor a deposit incorporated in its fee schedule for Appeals. While an infrequent case, it is a resource consuming one when it occurs. Some of the comparable Counties have additional fees for Site Plan Review, Pre-consultations, and quarry/pit COPA.

Bruce County	<i>Not Applicable</i>
Grey County	<ul style="list-style-type: none"> • LOPA Approval: \$1,100 • Owen Sound (local member) fee for Pre-Consultations: \$500
Huron County	<i>Not Applicable</i>
Oxford County	<ul style="list-style-type: none"> • Site Plan Review: \$200
Simcoe County	<ul style="list-style-type: none"> • Pre-consultation: \$200
Wellington County	<ul style="list-style-type: none"> • Minor/Small-scale Pit or Quarry COPA: \$21,730 • Complex Pit or Quarry COPA: \$52,530

6: EXTERNAL STAKEHOLDER INPUT

6.1: Method of Stakeholder Input Solicitation

The objectives of the survey was to:

- engage with external stakeholders to Bruce County's development application fees;
- solicit their input about their experience with Bruce County's Department compared to other Counties that they conduct development activity in.

In October 2020, we worked with the County's staff to identify the most frequent stakeholders that are concerned with development application fees. The list included 12 stakeholders from the development community, within Bruce County and beyond.

A confidential, online survey was designed, distributed to all potential participants, and administered by StrategyCorp.

The questions were open-ended, allowing for flexibility in the respondents feedback. There were four questions in our survey:

1. What percentage (%) of your development costs do municipal application fees represent? A rough average estimate would suffice. Please feel free to include any additional commentary.
2. In which other Counties do you actively pursue development?
3. Compared to other Counties, how would you rate your experience with the development application process in Bruce County?
4. How would you compare application development fees in Bruce County relative to other Counties you pursue developments in?

Participant response rate was 50%, after four direct email contacts.

6.2: Survey Results

In this section, select survey responses are presented, excluding responses that were unclear or single-worded.

Question: What percentage (%) of your development costs do municipal application fees represent? A rough average estimate would suffice.

Please feel free to include any additional commentary.

Anonymized Responses:

- 1%
- 2%
- *"Total municipal and agency application fees are a small percentage of total costs (approximately 1.25% of soft costs) but they are usually required upfront, long before there is any cash flow from the project, so there are still meaningful."*
- *"This varies depending on the type of development."*
- *"Depending on the municipality, a small amount (1-2%) in more rural locations and a significant amount in the GTA. We recently paid \$70,000 in rezoning fees for a relatively minor application in a [municipality of a neighboring county]."*

Question: In which other Counties do you actively pursue development?

Anonymized Responses:

- Perth
- Most counties in Ontario
- Wellington
- Grey
- Lambton and Huron Counties, Owen Sound, Region of Peel and Durham
- Grey, Huron and Wellington Counties

Question: Compared to other Counties, how would you rate your experience with the development application process in Bruce County?

Anonymized Responses:

- *"Similar to Perth County which I consider to be good"*
- *"Relatively smooth and well developed, but I have only been involved in one project in Bruce County, so haven't experienced the full array of applications."*
- *"Slightly more complicated"*
- *"Our experience in Bruce has been great. Staff are accessible, responsive and amenable to discussion and working with the applicant to find solutions rather than put up road blocks. The process itself is significantly less cumbersome and time consuming than urban areas who get caught up in red tape and requirements that do little to improve the end product. To be honest, I wish all our projects were in Bruce County..."*
- *"The experience is fine but applications seem to take a lot longer to be processed. Perhaps there's a staff shortage?"*

Question: How would you compare application development fees in Bruce County relative to other Counties you pursue developments in?

Anonymized Responses:

- *"The same fee structure"*
- *"Less expensive"*
- *"Comparable. however the fees continue to increase while level of service remains the same."*
- *"Very comparable. Bruce County fees are not anything we have concerns with when considering application submissions."*
- *"Comparable to Huron and Grey Counties. Wellington County's fees are much higher."*

6.3: Takeaway Insights

Significance of application fees to overall development costs: Almost all respondents, with the exception of one, explained that development application fees are between 1-2% of the overall development project total costs.

Geographic range of respondents' development experience: All of the survey's respondents identified that they have experience with development applications in other upper tier municipalities, beyond Bruce, such as: Grey, Perth, Wellington, Lambton, Huron, Owen Sound, and Regions of Peel and Durham. This validates their perspective and their perception from a comparative lens when evaluating their experience with Bruce County's Land Use Planning Department.

Experience with Bruce County's Application Processing: The majority of the survey respondents commended Bruce County's department for their service experience. In some cases, it was acknowledged that some processes are more complex at Bruce than in other Counties, or that they take more time. One respondent speculated that the Department might be understaffed. One of the respondents provided negative feedback about their experience with Bruce, whereas another one expressed that they wished all their development projects were with Bruce because of their very pleasant experience.

Perception of Bruce County's fees vs. other Counties: On balance, the respondents perceive Bruce's fees to be either lower or comparable with some of the lower fee Counties that they conduct development activity in.

7: Fee Schedule Scenario Modelling

7.1: Scenario Testing Considerations

To develop a set of alternative fee options, StrategyCorp consulted with Bruce County staff to identify four cost recovery scenarios (based on insights developed in Section 4) that would help develop a perspective on the magnitude of fee correction required for each application type. The generation of these scenarios and their corresponding fee options was also informed by the comparative County analysis (Section 5) and the feedback sourced from external stakeholders (Section 6).

The options considered aim to capture what the fees would have to be, in order to achieve the following main scenarios:

- **Scenario 1:** Recovery of 75% of Activity Based Costs for all Applications
- **Scenario 2:** Recovery of 100% of Activity Based Costs for all Applications
- **Scenario 3:** Recovery of 100% of Activity Costs and Appropriate Overhead
- **Scenario 4:** 100% Recovery of Activity Costs and Weighted Recovery of Overhead. The details of the weight distribution of the appropriate overhead to each application category is presented in Appendix D.

For each of the four scenarios listed, we provide what the Alternative Fee for each application type would have to be, in order to meet each scenario's conditions. We also present what the variance of the Alternative Fee Option is, relative to the current Fee Schedule, both in monetary and percentage forms.

In addition, we model what the budget savings impact would be, namely how the tax levy's subsidy of the Department's operating budget would decrease. This is conducted based on the 5-year average volume of each application type.

Finally, we analyze the alternative fees for their possible reception by applicants in Bruce County.

Table 13: Scenario 1 – Alternative Fee Schedule for 75% Recovery of Activity Based Costs

Single Applications	Current Fee Schedule	Fee Correction Amount	Alternative Fee Schedule for 75% Recovery of Activity
Minor Variances	\$ 620	\$ 704	\$ 1,324
Consent	\$ 960	\$ 329	\$ 1,289
ZBA	\$ 1,030	\$ 667	\$ 1,697
Local OP Amendment	\$ 850	\$ 1,130	\$ 1,980
County OP Amendment	\$ 1,270	\$ 662	\$ 1,932
Subdivision/Condo (average)	\$ 6,395	No change – already recovered	\$ 6,395
Condo Exemption	\$ 1,270	No change – already recovered	\$ 6,395
Appeals	\$ 0	\$ 3,236	\$ 3,236
Single Applications	Current Fee Schedule	Fee Correction Amount	Alternative Fee Schedule for 75% Recovery of Activity
COPA + ZBA	\$ 1,960	\$ 902	\$ 2,862
Consent + ZBA	\$ 1,990	\$ 493	\$ 2,483
Variances + Consent	\$ 1,580	\$ 397	\$ 1,977
LOPA + COPA	\$ 2,120	\$ 1,538	\$ 3,658
COPA + Consent	\$ 2,230	\$ 501	\$ 2,731
COPA + Variance + Consent	\$ 2,640	\$ 694	\$ 3,334
COPA + Zoning + Consent	\$ 2,920	\$ 725	\$ 3,645
LOPA + COPA + ZBA	\$ 2,810	\$ 1,290	\$ 4,100
LOPA + COPA + ZBA + Consent	\$ 3,770	\$ 1,228	\$ 4,998
Estimated Annual Relief on Tax Base		\$ 115,431	

Table 14: Scenario 2 – Alternative Fee Schedule for 100% Recovery of Activity Based Costs

Single Applications	Current Fee Schedule	Fee Correction Amount	Alternative Fee Schedule for 100% Recovery of Activity
Minor Variances	\$ 620	\$ 1,146	\$ 1,766
Consent	\$ 960	\$ 758	\$ 1,718
ZBA	\$ 1,030	\$ 1,232	\$ 2,262
Local OP Amendment	\$ 850	\$ 1,789	\$ 2,639
County OP Amendment	\$ 1,270	\$ 1,306	\$ 2,576
Subdivision/Condo (average)	\$ 6,395	\$ 89	\$ 6,484
Condo Exemption	\$ 1,270	\$ 304	\$ 1,574
Appeals	\$ 0	\$ 4,315	\$ 4,315
Single Applications	Current Fee Schedule	Fee Correction Amount	Alternative Fee Schedule for 100% Recovery of Activity
COPA + ZBA	\$ 1,960	\$ 1,856	\$ 3,816
Consent + ZBA	\$ 1,990	\$ 1,320	\$ 3,310
Variances + Consent	\$ 1,580	\$ 1,056	\$ 2,636
LOPA + COPA	\$ 2,120	\$ 2,757	\$ 4,877
COPA + Consent	\$ 2,230	\$ 1,411	\$ 3,641
COPA + Variance + Consent	\$ 2,640	\$ 1,805	\$ 4,445
COPA + Zoning + Consent	\$ 2,920	\$ 1,939	\$ 4,859
LOPA + COPA + ZBA	\$ 2,810	\$ 2,657	\$ 5,467
LOPA + COPA + ZBA + Consent	\$ 3,770	\$ 2,894	\$ 6,664
Estimated Annual Relief on Tax Base		\$ 249,252	

Table 15: Scenario 3 – Alternative Fee Schedule for 100% Recovery: Activity + Overhead

Single Applications	Current Fee Schedule	Fee Correction Amount	Alternative Fee Schedule for 100% Recovery of Activity + Overhead
Minor Variances	\$ 620	\$ 2,022	\$ 2,642
Consent	\$ 960	\$ 1,634	\$ 2,594
ZBA	\$ 1,030	\$ 2,108	\$ 3,138
Local OP Amendment	\$ 850	\$ 2,666	\$ 3,516
County OP Amendment	\$ 1,270	\$ 2,182	\$ 3,452
Subdivision/Condo (average)	\$ 6,395	\$ 965	\$ 7,360
Condo Exemption	\$ 1,270	\$ 1,180	\$ 2,450
Appeals	\$ 0	\$ 5,191	\$ 5,191
Single Applications	Current Fee Schedule	Fee Correction Amount	Alternative Fee Schedule for 100% Recovery of Activity + Overhead
COPA + ZBA	\$ 1,960	\$ 2,733	\$ 4,693
Consent + ZBA	\$ 1,990	\$ 2,196	\$ 4,186
Variances + Consent	\$ 1,580	\$ 1,932	\$ 3,512
LOPA + COPA	\$ 2,120	\$ 3,634	\$ 5,754
COPA + Consent	\$ 2,230	\$ 2,287	\$ 4,517
COPA + Variance + Consent	\$ 2,640	\$ 2,681	\$ 5,321
COPA + Zoning + Consent	\$ 2,920	\$ 2,816	\$ 5,736
LOPA + COPA + ZBA	\$ 2,810	\$ 3,533	\$ 6,343
LOPA + COPA + ZBA + Consent	\$ 3,770	\$ 3,770	\$ 7,540
Estimated Annual Relief on Tax Base		\$ 430,621	

Table 16: Scenario 4 – Alternative Fee Schedule for 100% Recovery: Activity + Weighted Overhead

Single Applications	Current Fee Schedule	Fee Correction Amount	Alternative Fee Schedule for 100% Recovery of Activity + Weighted Overhead
Minor Variances	\$ 620	\$ 1,539	\$ 2,159
Consent	\$ 960	\$ 1,367	\$ 2,327
ZBA	\$ 1,030	\$ 1,885	\$ 2,915
Local OP Amendment	\$ 850	\$ 2,328	\$ 3,178
County OP Amendment	\$ 1,270	\$ 2,111	\$ 3,381
Subdivision/Condo (average)	\$ 6,395	\$ 4,144	\$ 10,539
Condo Exemption	\$ 1,270	\$ 1,109	\$ 2,379
Appeals	\$ 0	\$ 4,315	\$ 4,315
Single Applications	Current Fee Schedule	Fee Correction Amount	Alternative Fee Schedule for 100% Recovery of Activity + Weighted Overhead
COPA + ZBA	\$ 1,960	\$ 3,099	\$ 5,059
Consent + ZBA	\$ 1,990	\$ 2,582	\$ 4,572
Variances + Consent	\$ 1,580	\$ 2,058	\$ 3,638
LOPA + COPA	\$ 2,120	\$ 2,757	\$ 4,877
COPA + Consent	\$ 2,230	\$ 2,825	\$ 5,055
COPA + Variance + Consent	\$ 2,640	\$ 3,479	\$ 6,119
COPA + Zoning + Consent	\$ 2,920	\$ 3,791	\$ 6,711
LOPA + COPA + ZBA	\$ 2,810	\$ 4,439	\$ 7,249
LOPA + COPA + ZBA + Consent	\$ 3,770	\$ 5,285	\$ 9,055
Estimated Annual Relief on Tax Base		\$ 430,621	

7.2: Scenarios of Phasing the Correction of Cost Under-Recovery by Fees

In this section, we use the case for Scenario 4 (100% Recovery of both Activity and Weighted Appropriate Overhead), to evaluate what a phased-in fee correction would look like in terms of fee change from a year-to-year perspective.

While it is in the Council's discretion to correct fees for cost recovery by the magnitude or rate it pleases, we provide a summary of what a gradual fee correction would look like under three cases:

1. Fee correction for 100% Recovery of both Activity and Appropriate Overhead within 1 year.
2. Fee correction for 100% Recovery of both Activity and Appropriate Overhead within 3 years.
3. Fee correction for 100% Recovery of both Activity and Appropriate Overhead within 5 years.

The first two case is presented on Table 17, the second on Table 18, and the third on Table 19.

Table 17: Fee Correction over 1 year – Full Recovery by 2021

	2020 Current Fee Schedule	One Time Correction of Cost Under-Recovery	2021 Fee for 100% Recovery of Activity + Appropriate Overhead
Minor Variances	\$ 620	\$ 1,539	\$ 2,159
Consent	\$ 960	\$ 1,367	\$ 2,327
ZBA	\$ 1,030	\$ 1,885	\$ 2,915
Local OP Amendment	\$ 850	\$ 2,328	\$ 3,178
County OP Amendment	\$ 1,270	\$ 2,111	\$ 3,381
Subdivision/Condo (average)	\$ 6,395	\$ 4,144	\$ 10,539
Condo Exemption	\$ 1,270	\$ 1,109	\$ 2,379
Appeals	\$ 0	\$ 4,315	\$ 4,315
COPA + ZBA	\$ 1,960	\$ 3,099	\$ 5,059
Consent + ZBA	\$ 1,990	\$ 2,582	\$ 4,572
Variances + Consent	\$ 1,580	\$ 2,058	\$ 3,638
LOPA + COPA	\$ 2,120	\$ 2,757	\$ 4,877
COPA + Consent	\$ 2,230	\$ 2,825	\$ 5,055
COPA + Variance + Consent	\$ 2,640	\$ 3,479	\$ 6,119
COPA + Zoning + Consent	\$ 2,920	\$ 3,791	\$ 6,711
LOPA + COPA + ZBA	\$ 2,810	\$ 4,439	\$ 7,249
LOPA + COPA + ZBA + Consent	\$ 3,770	\$ 5,285	\$ 9,055

Table 18: Fee Correction over 3 years – Full Recovery by 2023

	2020 Current Fee Schedule	Annual Correction of Cost Under- Recovery	2023 Fee for 100% Recovery of Activity + Appropriate Overhead
Minor Variances	\$ 620	\$ 513	\$ 2,159
Consent	\$ 960	\$ 456	\$ 2,327
ZBA	\$ 1,030	\$ 628	\$ 2,915
Local OP Amendment	\$ 850	\$ 776	\$ 3,178
County OP Amendment	\$ 1,270	\$ 704	\$ 3,381
Subdivision/Condo (average)	\$ 6,395	\$ 1,381	\$ 10,539
Condo Exemption	\$ 1,270	\$ 370	\$ 2,379
Appeals	\$ 0	\$ 1,438	\$ 4,315
COPA + ZBA	\$ 1,960	\$ 1,033	\$ 5,059
Consent + ZBA	\$ 1,990	\$ 861	\$ 4,572
Variances + Consent	\$ 1,580	\$ 686	\$ 3,638
LOPA + COPA	\$ 2,120	\$ 919	\$ 4,877
COPA + Consent	\$ 2,230	\$ 942	\$ 5,055
COPA + Variance + Consent	\$ 2,640	\$ 1,160	\$ 6,119
COPA + Zoning + Consent	\$ 2,920	\$ 1,264	\$ 6,711
LOPA + COPA + ZBA	\$ 2,810	\$ 1,480	\$ 7,249
LOPA + COPA + ZBA + Consent	\$ 3,770	\$ 1,762	\$ 9,055

Table 19: Fee Correction over 5 years – Full Recovery by 2025

	2020 Current Fee Schedule	Annual Correction of Cost Under- Recovery	2025 Fee for 100% Recovery of Activity + Appropriate Overhead
Minor Variances	\$ 620	\$ 308	\$ 2,159
Consent	\$ 960	\$ 273	\$ 2,327
ZBA	\$ 1,030	\$ 377	\$ 2,915
Local OP Amendment	\$ 850	\$ 466	\$ 3,178
County OP Amendment	\$ 1,270	\$ 422	\$ 3,381
Subdivision/Condo (average)	\$ 6,395	\$ 829	\$ 10,539
Condo Exemption	\$ 1,270	\$ 222	\$ 2,379
Appeals	\$ 0	\$ 863	\$ 4,315
COPA + ZBA	\$ 1,960	\$ 620	\$ 5,059
Consent + ZBA	\$ 1,990	\$ 516	\$ 4,572
Variances + Consent	\$ 1,580	\$ 412	\$ 3,638
LOPA + COPA	\$ 2,120	\$ 551	\$ 4,877
COPA + Consent	\$ 2,230	\$ 565	\$ 5,055
COPA + Variance + Consent	\$ 2,640	\$ 696	\$ 6,119
COPA + Zoning + Consent	\$ 2,920	\$ 758	\$ 6,711
LOPA + COPA + ZBA	\$ 2,810	\$ 888	\$ 7,249
LOPA + COPA + ZBA + Consent	\$ 3,770	\$ 1,057	\$ 9,055

In the phase-in approach, where fees are gradually increased to converge to full cost recovery of both the activity and the appropriate overhead costs, the Department can provide relief to the tax base and reduce its subsidy dependency incrementally by:

- \$430,621 less funding required from tax base within 1 year by correcting fees;
- \$143,540 less funding required from tax base each year, for 3 years, by correcting fees;
- \$86,124 less funding required from tax base each year, for 5 years, by correcting fees.

7.3: Introduction of New Fees

In this section, we outline the four new fees, whose introduction we have considered into the fee schedule for Planning applications (eg. Pre-consultation fees).

Table 20: Potential New Fee Introductions

Activity Type	Fee Introduction	Reasoning
1. General Inquiries	<ul style="list-style-type: none"> • \$ 50 for non-property owners 	<ul style="list-style-type: none"> • While the average activity cost of a General Inquiry is approximately \$295, there is no comparable or precedent case of charging a fee of this magnitude to a municipality's property owners for asking a question. It is a cost that is justifiably subsidized by the tax levy that all property owners pay to the municipality. • We recommend a \$50 fee for non-property owners.
2. Pre-Consultations	<ul style="list-style-type: none"> • \$ 200 	<ul style="list-style-type: none"> • This fee introduction is based on the Simcoe County's fee for Pre-Consultations.
3. Studies	<ul style="list-style-type: none"> • If the estimated total staff time for Studies concerning a particular application 	<ul style="list-style-type: none"> • This fee is introduced to capture infrequent application cases where a significantly additional staff hours

	<p>exceed 5 hours, an hourly estimate of the time exceeded this threshold, at \$40/hour, is to be provided in a quote format to the applicant by the Department for consent and approval.</p>	<p>are required to conduct additional research or peer review internally.</p> <ul style="list-style-type: none"> • In our activity cost measurement and modelling, we assumed 5% of each application is spent on Studies time. This rule of thumb was developed based on feedback from staff on the time required, in some cases. • We assumed that a threshold of 5 total staff hours is put in place, before the Department quotes the applicant for the incremental time required for their application, is appropriate. Any time up to 5 hours is already priced into the cost recovery calculations. • We considered \$40/hour to be the average hourly rate of the staff that are usually involved in studies.
4. Pit/Quarry COPA	<ul style="list-style-type: none"> • Minor/Small-scale Pit or Quarry COPA: \$21,730 • Complex Pit or Quarry COPA: \$52,530 	<ul style="list-style-type: none"> • This fee introduction is based on the Wellington County's fee for Pit/Quarry COPAs. • It is an infrequent case but given the commercial scale of the corporations that tend to make such a request, it is justifiable. It is a small fraction of a pit/quarry project development total capital expenses.

8: CONCLUSIONS AND RECOMMENDATIONS

8.1: Conclusions

Our study of the internal costs of the land use planning service delivery of Bruce County shows cost recovery from three different perspectives:

1. 50% cost recovery from fees with reference to only the direct Activity Costs directly attributable to providing the serve.
2. 36% cost recovery from fees, by adding an appropriate attribution of departmental overhead to the direct costs.
3. 14% cost recovery from fees by taking into account the total planning land use division costs and comparing it as a percentage of total revenue.

Our research of comparable Counties shows that Bruce's development application fees are below the peer group's average – in some cases the lowest. Some of the comparable Counties have additional fees for segments of activities that are bundled in once fee for Bruce. In other cases, some comparable Counties charge a scaling fee for services that can require a wide range of activity by staff and charge a deposit for appeals or peer reviewed studies.

With respect to external stakeholder's feedback from developers in Bruce County, on balance, there was satisfaction with the level of service, despite a minor concern with process complexity and a suspicion that the department is understaffed in cases of prolonged response time. The developer survey participants, specifically, consider the fees to be less than 2% of their average total development costs. The majority also consider Bruce's application fees to be either lower or at par with some of the lower-fee Counties that they do business in.

We summarize our findings for each application type on Table 21, in the following pages.

Table 21: Summary of Findings on Current Fee Schedule

Single Applications	Summary Comments
Variances	<ul style="list-style-type: none"> • Current County Fee: \$620 • Current Activity Cost Recovery: 35% • Frequency of Application: 57 per year, on average • Fee Comparison to Peer Group: <ul style="list-style-type: none"> ○ Applicable Peer Group Fee Average: \$1,213 ○ Insight: Bruce's fees for Variance are among the lowest and 49% lower than the average fee of the comparable peer group. Additionally, they do not capture the cost efficiencies of multiple minor variances in one application in their pricing. A higher fee would benefit the municipality's cost recovery and a flexible pricing for multiple minor variances would benefit the applicants.
Consent	<ul style="list-style-type: none"> • Current County Fee: \$1,330 • Current Activity Cost Recovery: 56% • Frequency of Application: 38 per year, on average • Fee Comparison to Peer Group: <ul style="list-style-type: none"> ○ Applicable Peer Group Fee Average: \$2,454 ○ Insight: Bruce's fees for Variance are the lowest. Bruce's fees for Consents are 46% lower than the average of the comparable Counties peer group.
Zoning By-Law Amendment (ZBA)	<ul style="list-style-type: none"> • Current County Fee: \$1,400 • Current Activity Cost Recovery: 46% • Frequency of Application: 29 per year, on average • Fee Comparison to Peer Group: <ul style="list-style-type: none"> ○ Applicable Peer Group Fee Average: \$3,052

	<ul style="list-style-type: none"> ○ Insight: Bruce's fees for Zoning By-law Amendments are the lowest. They are 54% lower than the average of the comparable Counties peer group. ○ In addition, we note that Huron County has a distinct fee for Renewal of Temporary Use Zoning By-law.
LOPA	<ul style="list-style-type: none"> • Current County Fee: \$1,270 • Current Activity Cost Recovery: 32% • Frequency of Application: 10 per year, on average • Fee Comparison to Peer Group: <ul style="list-style-type: none"> ○ Applicable Peer Group Fee Average: \$2,792 ○ Insight: Bruce's fees for Local Official Plan Amendments are the lowest. They are 54% lower than the average of the comparable Counties peer group.
COPA	<ul style="list-style-type: none"> • Current County Fee: \$1,270 • Current Activity Cost Recovery: 49% • Frequency of Application: 3 per year, on average • Fee Comparison to Peer Group: <ul style="list-style-type: none"> ○ Applicable Peer Group Fee Average: \$3,084 ○ Insight: Bruce's fees for Local Official Plan Amendments are the lowest. They are 59% lower than the average of the comparable Counties peer group.
Subdivision/Condo	<ul style="list-style-type: none"> • Current County Fee (average): \$6,400 • Current Activity Cost Recovery: 99% • Frequency of Application: 8 per year, on average • Fee Comparison to Peer Group: <ul style="list-style-type: none"> ○ Applicable Peer Group Fee Average: \$6,679 (comparing only base fees)

	<ul style="list-style-type: none"> ○ Insight: Bruce County's starting fee for Subdivision/Condominium Draft is 4% lower than the average of the comparable Counties peer group. ○ While the base fee is among the lowest in the peer group, as the variable fee portion of it is added for incremental blocks/lots/units, it begins converging towards the average of its comparable Counties.
Condo Exemption	<ul style="list-style-type: none"> • Current County Fee: \$1,330 • Current Activity Cost Recovery: 81% • Frequency of Application: 1 per year, on average • Fee Comparison to Peer Group: <ul style="list-style-type: none"> ○ Applicable Peer Group Fee Average: \$1,156 ○ Insight: Bruce County's fees for Condo Exemptions are 15% higher than the average of the comparable Counties peer group. ○ This explains the high cost recovery exhibited for this infrequent type of applications.
Appeals	<ul style="list-style-type: none"> • Current County Fee: no fee • Current Activity Cost Recovery: 0% • Frequency of Application: 3 per year, on average • Fee Comparison to Peer Group: Bruce County currently has neither a fee nor a deposit incorporated in its fee schedule for Appeals. While an infrequent case, it is a resource consuming one when it occurs.
COPA + Zoning	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 51% • Frequency of Application: 6 per year, on average
Consent + Zoning	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 60% • Frequency of Application: 30 per year, on average
Variances + Consent	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 60% • Frequency of Application: 11 per year, on average
LOPA + COPA	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 43%

	<ul style="list-style-type: none"> • Frequency of Application: 0.2 per year, on average
COPA + Consent	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 61% • Frequency of Application: 0.4 per year, on average
COPA + Variance + Consent	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 59% • Frequency of Application: 0.2 per year, on average
COPA + Zoning + Consent	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 60% • Frequency of Application: 9 per year, on average
LOPA + COPA + Zoning	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 51% • Frequency of Application: 1 per year, on average
LOPA + COPA + Zoning + Consent	<ul style="list-style-type: none"> • Current Activity Cost Recovery: 57% • Frequency of Application: 0.4 per year, on average

8.2: Alternative Fee Schedules

Based on the findings above on internal cost recovery, our comparative analysis and the external stakeholders' feedback, we generate the two alternative Fee Schedules that would achieve either full cost recovery of either activity alone, or activity plus overhead. See next page in Table 22.

Table 22: Alternative Fee Schedules for Full Cost Recovery

	Current Schedule of Base Fee	Fees for 100% Recovery of Activity	Fees for 100% Recovery of Activity + Overhead
Minor Variances	\$ 620	\$ 1,766	\$ 2,159
Consent	\$ 960	\$ 1,718	\$ 2,327
ZBA	\$ 1,030	\$ 2,262	\$ 2,915
Local OP Amendment	\$ 850	\$ 2,639	\$ 3,178
County OP Amendment	\$ 1,270	\$ 2,576	\$ 3,381
Subdivision/Condo (average)	\$ 6,395	\$ 6,484	\$ 10,539
Condo Exemption	\$ 1,270	\$ 1,574	\$ 2,379
COPA + ZBA	\$ 1,960	\$ 3,816	\$ 5,059
Consent + ZBA	\$ 1,990	\$ 3,310	\$ 4,572
Variances + Consent	\$ 1,580	\$ 2,636	\$ 3,638
LOPA + COPA	\$ 2,120	\$ 4,877	\$ 4,877
COPA + Consent	\$ 2,230	\$ 3,641	\$ 5,055
COPA + Variance + Consent	\$ 2,640	\$ 4,445	\$ 6,119
COPA + Zoning + Consent	\$ 2,920	\$ 4,859	\$ 6,711
LOPA + COPA + ZBA	\$ 2,810	\$ 5,467	\$ 7,249
LOPA + COPA + ZBA + Consent	\$ 3,770	\$ 6,664	\$ 9,055
Relief on Tax Base – Reduced Subsidy (\$)		\$ 249,252	\$ 430,621
Relief on Tax Base (Percentage Points of Tax Rate)		0.5%	0.88%
Reduced Subsidies by Tax Base (% of Levy for Planning Dept)		14%	24%

New Fee Introductions	
General Inquiries	\$ 50 for non-property owners
Pre-Consultations	\$ 200
Studies	\$40/hour for every additional hour required beyond 5 hours of studies time
Pit/Quarry COPA	Minor/Small-scale Pit or Quarry COPA: \$21,730 Complex Pit or Quarry COPA: \$52,530
Relief on Tax Base – Reduced Subsidy (\$)	\$10,000-15,000 (approximation)
Relief on Tax Base (Percentage Points of Tax Rate)	0.02%
Reduced Subsidies by Tax Base (% of Levy for Planning Dept)	0.5%

8.3: Recommendations

Development Application Fees are intended to assess costs directly to the benefiting party, while eliminating or minimizing the burden on the property tax base for the parties that do not benefit directly from the service. In many municipal and land use planning contexts, there is a frequent saying: *“Development should pay for development”*. The degree to which this saying is manifested in each municipality is a decision of Council. Influencing factors for this decision are usually the extent to which Bruce County’s fees vary from other comparable municipalities, the fiscal priorities of Council, the pressures on the tax base and the operating budget of the municipality at large, along with the perception of the County’s reception to development activity by external stakeholders with commercial interests.

Our recommendations are intended to achieve three objectives:

1. **Price Scalability:** Identify application types whose processes are easily scalable at a lower marginal activity cost, to capture efficiencies and reduce the cost to developers that apply for multiple sites, variances, or consents. In this, we consider the marginal cost recovery as additional units/variances, or consents are added in an application, while the development community will receive the decreases at scale favorably.
2. **Price Surge Activity to Prevent Workflow Disruption:** Identify new fees that can be introduced to capture infrequent cases where an activity surge is required. This provides the Department with the cashflow flexibility to contract consultants for periods of surge activity demand, without compromising the delivery timelines for both application processes and internal policy or administration expectations.
3. **Price Increases Applied With Concern to Developers:** Identify application types that are submitted usually by stakeholders with large and long-range commercial interests that can price any major fee corrections for cost recovery into the market of their final real estate development for sale. Fee corrections to resume cost recovery can vary magnitude and timing by type.

Table 23: Final Recommendations

Recommendations	
Fee Convergence to Cost Recovery	<ul style="list-style-type: none"> • We recommend that the County converges its base fee schedule (first application) between the two alternative ones in Section 8.2. The sooner the adjustment is made, the faster the relief on the tax base will be and the significant under-recovery of costs will end. • While the fee corrections to the chronic cost under-recovery required to converge to full cost recovery of activities plus appropriate overhead might seem large, it is important to recognize that Bruce County's Planning Fees have been held far below the average of its peer group – in many cases they are the lowest. Therefore, fee corrections are justified not only as a relief to the tax base, but also as being in alignment with the common practices of comparable upper tier municipalities. <p>Impact: Should the County decide to implement these recommendations, it is estimated that it can yield savings that are equivalent to 0.88 of one percent points of the tax rate, or 24 percent of the Planning Department's levy.</p>
Fee Structure Amendments	<ul style="list-style-type: none"> • Minor Variance: Our process mapping and activity cost measurements indicate that the processing of such applications is easily scalable. Our recommendation is to consider amending the fee schedule in a way that allows for a flat fee for 1-2 minor variances in the same application, and adds to it a separate flat fee that is 30% higher than the former for cases of 3 or more minor variances in the same application. <ul style="list-style-type: none"> ○ A comparable case is Huron County. • Consents: For multiple consents, we recommend reducing the price of each additional lot in the same application to 50%, post the first one. Our process mapping and activity cost measurements indicate that the processing of such applications is easily scalable. This is to be considered in more detail by the staff, as there have been discussions

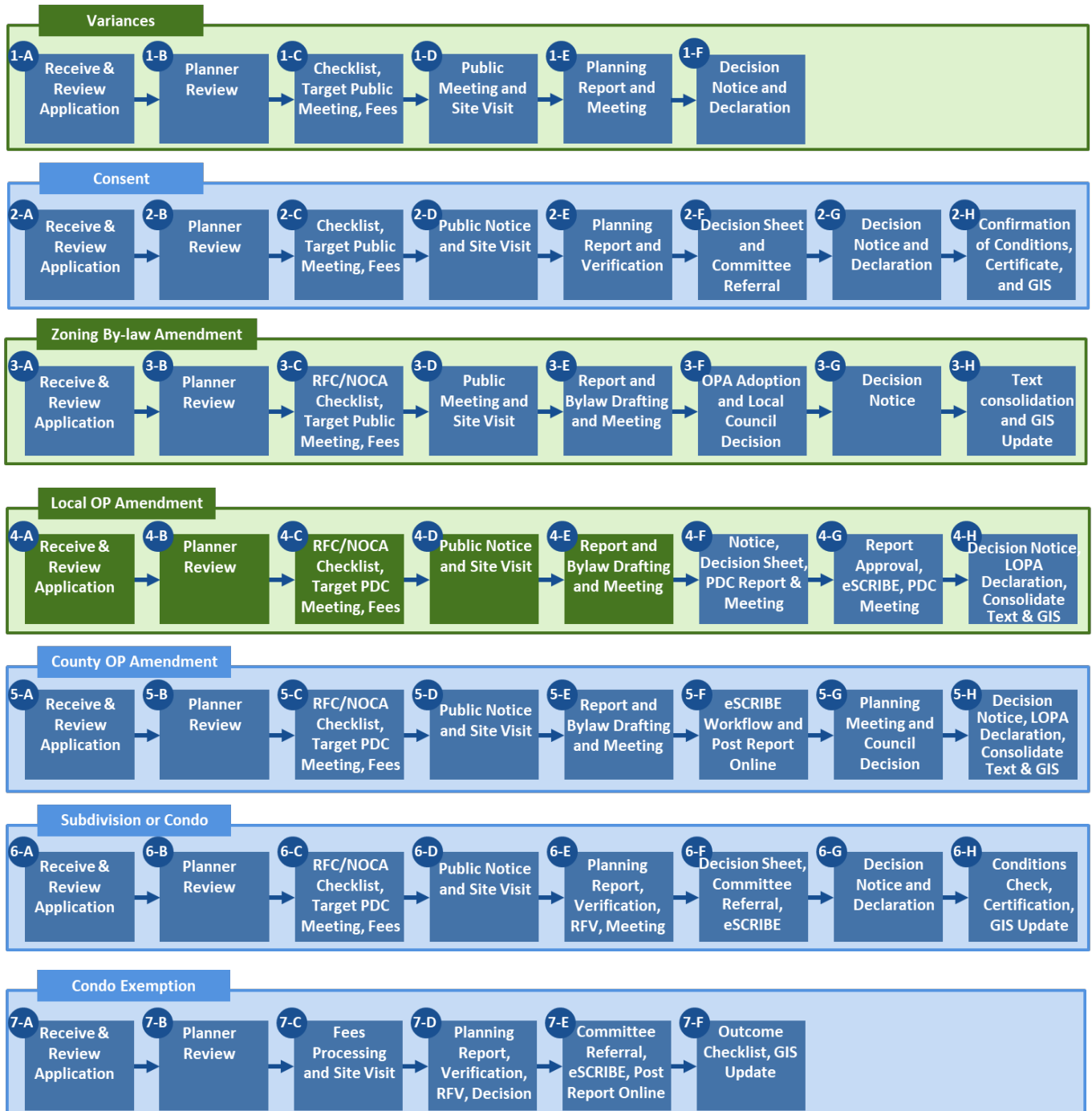
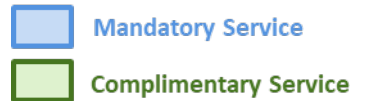
	<p>that indicate that often this route is opted for instead of Plan of Subdivision.</p> <ul style="list-style-type: none"> ○ A comparable case is Oxford County. ● COPA: Our recommendation is to segment fees for Major COPA and Minor COPA, based on whether it requires more than 3 technical studies or not. For Major COPAs, we recommend increasing the new base fee (of full cost recovery) by 8% for each additional technical study required over the threshold of 3 studies. ○ A comparable case is Grey County. <p>Impact: Greater transparency in setting fees is not just about ensuring the fees fully reflect existing gaps in the full cost price. It should also recognize “bulk rate” savings that come from economies of scale in multi-unit applications, to the benefit of the developer-user. Passing on the savings of economies of scale will accurately reflect actual costs, to the benefit of both the County and the user.</p>
<p>Introduction of New Fees</p>	<ul style="list-style-type: none"> ● An introduction of new fees does not have a significant financial impact on the operating budget – instead, it is meant to be applied to less frequent cases of activity surge for specific requests. ● We identified three cases like this: Studies over 5 staff hours, and General Inquiries by non-residents of Bruce County (ie. those that do not contribute to the tax base). ● In addition, we identified that Pre-Consultations could take a significant amount of time, prior to a submitted application. In line with the practice of some other upper tier municipalities, we recommend a fee introduction for Pre-Consultations. ● Our recommended four Fee Introductions are presented in <i>Section 7.3</i>, and summarized here: <ul style="list-style-type: none"> ○ General Inquiries: \$50 for non-property owners ○ Pre-Consultations: \$200 ○ Studies: \$40/hour for time over a 5-hour threshold

	<ul style="list-style-type: none"> ○ Pit/Quarry COPA: <ul style="list-style-type: none"> ▪ Minor/Small-scale Pit or Quarry COPA: \$21,730 ▪ Complex Pit or Quarry COPA: \$52,530 <p>Impact: An introduction of new fees transfers the burden of paying for the service from the taxpayer to the user equivalent to 0.07 percentage points of the tax base, or 1.0 percentage point of the Planning Department's levy.</p>
<p>Introduction of Deposit for Peer Reviews</p>	<ul style="list-style-type: none"> • We recommend the consideration of introducing a deposit fee that could be used to recover the costs for peer review of studies, when required as part of the application. This will prevent invoicing and payment delays that could impede the timeline of service delivery, while the application process is already undertaken. • Applicants should be responsible for the full costs of undertaking peer reviews for any studies or drawings submitted in support of the application. These costs can also include a 10% administration fee for the Planning Department to recover the contract management costs. • Comparable cases are Grey County, Oxford County and Wellington County. At Grey County, a \$5,000 deposit is used for Peer Reviews - \$500 of the deposit is non-refundable if the application is withdrawn prior or during the approval process. <p>Impact: An introduction of Deposits and a 10% Administration Fee would reduce the administrative pressure on whether a peer review is required or not, along with the resource constraints of managing such a contract. While the financial impact of this measure is small in monetary value, it can make a meaningful difference in the efficiency and speed of processing complex applications.</p>
<p>Phase-in of Fee Corrections for Cost Recovery</p>	<ul style="list-style-type: none"> • To mitigate the impact on moving to full cost pricing on the user, implementation of the increase could be phased in over time. • We modelled the following approaches to phase-ins (see <i>Section 7.2</i>; Tables 18, 19 and 20): <ul style="list-style-type: none"> ○ 3- and 5-year horizons • In Tables 18 and 19, we show what the annual fee correction would

	<p>have to be for each type of application, over each respective time horizon, in order to eventually reach full cost recovery.</p> <ul style="list-style-type: none"> Huron County was in a similar situation in 2012, when Council decided to spread the lump sum of fee corrections over 5 years. Post the 5-year period, Huron continued to increase its fees annually by the CPI rate, to ensure long-term cost recovery. <p>Impact: A phasing of fee corrections would cushion the impact of increases on users but would also delay the move to full cost pricing for the service, meaning that it would continue to be subsidized by the taxpayer through the levy.</p>
<p>Continue Annual Corrections by CPI Rate, Post Major Adjustments</p>	<ul style="list-style-type: none"> Based on current practice of increasing fees annually by CPI, we recommend that the County resumes its application of annual CPI increases, after fees have been increased to the level of full cost recovery. For example: <ul style="list-style-type: none"> If the County chooses to adjust its fees to full cost recovery in 2021, the annual CPI increases would apply from 2022 onwards; If the County chooses to adjust its fees to full cost recovery gradually over 3 years by 2023, the annual CPI increases would apply from 2024 onwards; If the County chooses to adjust its fees to full cost recovery gradually over 5 years by 2025, the annual CPI increases would apply from 2026 onwards; This is a common practice in municipal administration – both Bruce and other comparable Counties have applied this practice. Bruce County’s Bylaw for Fees and Charges should be updated accordingly. <p>Impact: The continuation of applying annual CPI increases will ensure that the County is set on a path for long-term cost recovery by user fees for its planning service delivery.</p>

APPENDICES

Appendix A: Workflow Process Charts per Application Type



Appendix B – Sample Fee Schedules of Local Municipalities

Appendix B.1 - Huron-Kinloss

Huron-Kinloss

- 4 -

C. Application Review Fees:

	Application Type	
1.	Zoning By-law Amendment (per application)	\$175
2.	Consent (Severance) (per each lot created)	\$175
3.	Draft Plan of Subdivision Note: 0.3 metre reserve blocks shall not be included in the calculation of the number of blocks	\$50 per block min. \$500 max. \$6000
4.	Draft Plan of Condominium (flat fee per application)	\$500
5.	Private Multi-Lot Residential Development (as an OPA and/or ZBA)	\$5 per block min. \$500 max. \$6000
6.	Other Types of Applications not Noted Above	\$125

Notes and Definitions: Fees for multiple joint applications made at the same time for the same parcel and for the same development proposal for Zoning By-Law Amendments, and Consents will be discounted as follows:

- First Application: full fee as per application review fee above
- Additional Applications: 50% of the full application review fee per lot/application

The first application review fee shall always be the higher of the applicable fees

MUNICIPALITY OF SOUTH BRUCE
BY-LAW #2019-52

APPENDIX "B"		EFFECTIVE
PLANNING & DEVELOPMENT FEES		JAN 1 201
SITE PLAN AGREEMENT - Engineering/Legal/etc	Actual Costs Incurred	
SUBDIVISION AGREEMENT - Engineer/Legal/Etc	Actual Costs Incurred	
- Refundable Deposit	5,000.00	
- Full/partial Release of Subdivision Agreement	Actual Legal Fees + \$100	
ENCROACHMENT AGREEMENTS	\$100 + Legal Fees	
DEEMING BY-LAW	\$1,000	
COUNTY PLANNING/ZONING FEES	Per County Fee Schedule	
LOCAL PLANNING/ZONING FEES	Effective July 1st, 2016	
OFFICIAL PLAN AMENDMENT APPLICATION FEE	120.00	
MINOR VARIANCE APPLICATION FEE	120.00	
ZONING BYLAW APPLICATION FEE	120.00	
JOINT APPLICATION OF ANY OF THE ABOVE	150.00	
PARKLAND LEVIES		
NEW URBAN RESIDENTIAL LOTS	5% of Raw Land Value	
NEW URBAN COMM/IND LOTS	2% of Raw Land Value	
NEW RURAL LOTS CREATED THROUGH LAND SEVER/	1,000.00	
NEW LOTS CREATED THROUGH SUBDIVISION AGREE	Maximum per Planning Act	
LOTS CREATED PRIOR TO 2005	per Subdivision Agree't	
PART LOT CONTROL BY-LAW - By-law/Registration	\$250 per application + legal costs/expenses incurred	
ZONING CERTIFICATES		
- immediate response < 48 hours	100.00	
- timely response	75.00	

Appendix B.2 - Kincardine

2020 CONSOLIDATED RATES AND FEES BY-LAW
BY-LAW NO. 2019 - 139
5 of 25
SCHEDULE 'C'

		<u>2020 Fee</u>	<u>Subject to</u> <u>Applicable</u> <u>Taxes</u>
C. PLANNING CHARGES			
1	<u>Site Plan Application Fees and/or Condo Exemption</u>		
	a. Site Plan Application Fee	\$160.00	
	b. Development requiring review of professional consultants (minor application \$2,000.00 deposit, intermediate application \$5,000 deposit, major application \$10,000.00 deposit, balance to be refunded)	Actual Cost	
	c. Administration Fee	Minimum fee is the greater of 10% of Actual Costs in 1(b) or \$300.00	
	d. Updates requiring Council approval	\$114.00	
	e. Minor Amendment	\$114.00	
	f. Condo exemption fee (fee is charged for application and each phase)	\$155.00	
2	<u>Development Application Fees and/or Plan of Condominium</u>		
	a. Development Application Fee	\$285.00	
	b. Development requiring review of professional consultants (\$20,000 deposit balance to be refunded)	Actual Cost	
	c. Administration Fee	10% of the Actual Costs in 2(b) to a maximum of \$3,000	
	d. Administration Fee - Renewable Energy Projects	10% of the Actual Costs in 2(b)	
3	By-law under section 50 (4) of the Planning Act to deem a plan or part of a plan not to be a registered plan (per application)	\$985.00	
	Part-Lot Exemption control By-law under section 50 (7) of the Planning Act (per application)	\$985.00	
5	By-law to remove "h" holding zone (per application)	\$160.00	
6	Encroachment agreement processing (per agreement)	\$160.00	√
7	Spoiling description on Lot of Record \$2,000 deposit for actual costs (legal and survey)	\$160.00	
8	Road Dedication Fee \$1,000 deposit for actual costs (legal)	\$160.00	
9	<u>Application Review Fees</u>		
	a. Consultation on Renewable Energy project	\$600.00	
	Projects greater than 10kW		
	Solar PV, bioenergy, water	\$600.00 /project	
	Wind Turbine-per turbine	\$600.00 /turbine	
	Projects equal or less than 10kW	No Charge	
	b. Official Plan Amendment	\$148.00	
	c. Zoning By-law Amendment	\$148.00	
	d. Severance/Consent including Easements and Right of Way	\$148.00	
	e. Minor Variance	\$148.00	
	f. Condominium Request	\$148.00	
	g. Joint Application (combination of any two above, (b) to (f))	\$220.00	
	h. Development Agreement Consent Condition	\$155.00	
	i. Registration of Development Agreement (Consent Condition)	Actual Costs	
10	<u>Sewage System Review</u>		
	a. Official Plan Amendment	No Charge	
	b. Zoning By-law Amendment	\$148.00	
	c. Consent (severance) per each new lot created	\$148.00	
	d. Minor Variance	\$148.00	
	e. Draft Plan of Subdivision Note: 0.3 meter reserve blocks shall not be included in the calculation of the number of blocks.	\$52.00 per each lot or block. Minimum flat fee for \$510 to a maximum of \$6,100	
	f. Draft Plan of Condominium	\$580.00	
	g. Private Multi-Lot Residential Development (as an OPA and/or ZBA)	\$52.00 per each lot or block. Minimum flat fee for \$510 to a maximum of \$6,100	
	h. Other types of applications not noted above	\$148.00	
	i. Technical Assistance	Actual Costs	
11	All applications that involve Legal and Engineering require the applicant to cover actual costs		
12	Appeal to Zoning By-Law Legal and Professional Consultant	Actual Costs	

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2020 CONSOLIDATED RATES AND FEES BY-LAW
BY-LAW NO. 2019 - 139
6 of 25
SCHEDULE 'C'

C. PLANNING CHARGES CONT'D	<u>2020 Fee</u>	<u>Subject to</u> <u>Applicable</u> <u>Taxes</u>
13 <u>Parkland Charges in accordance with By-law 2014-058</u>		
a. Land proposed for development or redevelopment for commercial or industrial purposes	2% of value of the land	
b. Land proposed for development in other cases	5% of value of the land	
14 <u>Consent Deposit</u>		
Consent Deposit	\$250.00	
100% refundable upon registration		
50% refundable after 2 years not registered		
15 <u>Payment in Lieu of Parking</u>		
a. All qualifying C1 zoned properties	\$1.07	/space
b. C1 properties where building has been altered to increase square footage of building used for commercial purposes or use changes from residential to commercial		
- less than 20 spaces – per space	\$1,620.00	
- more than 19 spaces – per space	\$3,240.00	
c. Non-qualifying C1 zoned properties – per space	\$3,240.00	
d. C1 properties where residential use intensifies	\$3,240.00	
e. All other commercially zoned properties must provide physical parking spaces		
f. Multi-residential redevelopment	\$3,240.00	
g. All other residential zones would be determined for payment in lieu on a site specific basis		

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Appendix B.3 - Saugeen Shores

Schedule M		
Infrastructure and Development Services - Development		
TOWN OF SAUGEEN SHORES	2020 Fee	HST
Description of Fees & Charges	(excluding applicable taxes)	13%
Planning And Zoning		
Road Closure Policy Fee	133.95	
Site Plan Agreement Admin Fee: \$.10 Per Square Foot; Minimum Fee \$500.00	546.54	
Site Plan Agreement - Invoiced For Actual Cost - Refundable Deposit - \$1,000	ACTUAL COST	
Draft Plan Of Subdivision Fee \$150 Per Lot/Block (Payable At The Time Of Submitting Application For Draft Plan Approval To The County Of Bruce)	MINIMUM \$3,121; MAXIMUM \$9,365	
Subdivision Agreement Refundable Deposit - \$2000.00 Invoiced For Actual Cost	ACTUAL COST	
Final Approval Of Subdivision/Phase Being Registered	1,093.07	
Draft Plan Of Subdivision Approval Extension	546.54	
Application for Plan of Subdivision Revival (Received approval before March 23, 2010) Admin Fee: \$150.00 Per Lot/Block Being Final Approved; Minimum \$3,000.00, Maximum \$9,000.00; Plus Final Approval Fee Of \$1,000.00.	MINIMUM \$3,121; MAXIMUM \$9,365	
Condominium Agreement Admin Fee: \$50.00 Per Unit; Minimum Fee \$500.00	546.54	
Condominium Agreement - Invoiced For Actual Cost - Refundable Deposit - \$2,000	ACTUAL COST	
Condominium Exemption Or Clearance Request	109.31	
In-House Engineering Review	2.5%	
Residential Site Grading Plan Review	273.27	
Fee Payable For Services Provided By Municipality's Solicitor	ACTUAL COST	
Fee Payable For Services Provided By Municipality's Consulting Engineers	ACTUAL COST + 10%	
Appeal To Ontario Municipal Board \$5,000.00/Day - Deposit	ACTUAL COST	
Release Of Development Agreements On Title	382.57	
Encroachment Or Servicing Agreements	273.27	x
Encroachment Or Servicing Agreement Deposit - Invoiced For Actual Cost - Refundable Deposit - \$500.	546.54	
Annual Encroachment Fee	VARIES	x
Request For Adequate Security & Releases	81.98	
Deem Lots Not To Be Lot In Plan Of Subdivision	273.27	
Deeming By-Law Deposit - Invoiced For Actual Cost - Refundable Deposit	1,093.07	
Parking Facilities Exemption	1,093.07	
Nutrient Management By-Law Complaint Process - Application Fee	109.31	
Review Of Nutrient Management Plans - Administration Fee - Non-Refundable	546.54	
Review Of Nutrient Management Plans - Invoiced For Actual Cost - Refundable Deposit	ACTUAL COST	
Review Of Wind Turbine Plans - Administration Fee Non-Refundable	546.54	
Feed-In Tariff	289.34	
Part Lot Control By-Law	273.27	
Official Plan Or Secondary Plan Amendment	139.50	
Zoning By-Law Amendment	139.50	
Joint Application To Amend Official Plan Or Secondary Plan Zoning By-Law Amendment	167.40	
Joint Zoning And Severance/Consent	167.40	
Joint Official Plan Amendment, Zoning And Severance/Consent	167.40	
Consent/Severance Including Easements & Right-Of-Way	139.50	
Minor Variance	139.50	
Removal Of Holding Provision	136.63	
Letter Of Compliance - Subdivision Or Site Plan	144.67	
Spoiling Description On Lot Of Record	273.27	

Appendix C – Schedules of Comparator Counties

Appendix C.1 – Grey County

COUNTY OF GREY - FEES AND SERVICE SCHEDULES - TO BY-LAW 4735-11					
Item Description	Unit	HST Applicable	2018 Base Fee	Subject to Late Payment Interest Charges	Special Notes
SCHEDULE "H" - PLANNING					
Documentation/Plans prior to Draft Approval of a Plan of Subdivision/Condominium	Each	No	\$284.00	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Major Draft Plan Revision	Each	No	\$1,370.00	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Minor Draft Plan Revision	Each	No	\$850.00	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Stamping Fee for Final Approval of Plan of Subdivision/Condominium	Each	No	\$1,160.00	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Extension of Draft Approval	Each	No	\$850.00	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Approval of By-Law to Remove Part Lot Control	Each	No	\$284.00 plus \$113.00 per parcel created	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
County Official Plan Amendment - Major	Each	No	\$3,400.00	Yes	\$5,000 deposit for Peer Review. \$500.00 non-refundable if request does not proceed to Public Meeting. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
County Official Plan Amendment - Minor (site specific)	Each	No	\$1,700.00	Yes	\$5,000 deposit for Peer Review. \$500.00 non-refundable if request does not proceed to Public Meeting. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
County Official Plan Amendment - if Municipality Initiated - Major	Each	No	\$2,300.00	Yes	\$500 non-refundable if request does not proceed to Public Meeting. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Approval of a Local Official Plan Amendment	Each	No	\$850.00	Yes	If a County Official Plan Amendment is also required which is similar to the adopted local official plan amendment, the approval fee for a local official plan amendment will be waived. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
County Official Plan Amendment - if Municipality Initiated - (site specific)	Each	No	\$1,160.00	Yes	\$500 non-refundable if request does not proceed to Public Meeting. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended

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COUNTY OF GREY - FEES AND SERVICE SCHEDULES - TO BY-LAW 4735-11					
Item Description	Unit	HST Applicable	2018 Base Fee	Subject to Late Payment Interest Charges	Special Notes
SCHEDULE "H" - PLANNING					
Retrieval of file from off-site storage	Each	Yes	\$25.60	Yes	
Peer Review of Technical Studies/Reports	Each	No	Cost Recovery	Yes	Cost Recovery and Admin Fee
Map Books	Each	Yes	\$6.10	Yes	

COUNTY OF GREY - FEES AND SERVICE SCHEDULES - TO BY-LAW 4735-11					
Item Description	Unit	HST Applicable	2018 Base Fee	Subject to Late Payment Interest Charges	Special Notes
				SCHEDULE "H" - PLANNING	
Copy of County of Grey Official Plan	Each	Yes	\$57.50	Yes	
Copy of Special Studies and Reports	Each	Yes	Cost Recovery	Yes	Copy costs and admin fee based on cost recovery
Re-Issue of Certificate of Consent	Each	No	\$39.50	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Fee for Validation Order	Each	No	\$575.00	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Fee for Power of Sale	Each	No	\$575.00	Yes	Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Approval of Plan of Subdivision/Condominium up to 20 lots/units or blocks	Each Approval	No	\$3,400.00	Yes	\$5,000.00 deposit towards cost of Peer Review. \$500.00 non refundable fee if application is withdrawn during approval process prior to draft approval. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Approval of Plan of Subdivision/Condominium up to 21 to 75 lots/units or blocks	Each Approval	No	\$3,400.00 plus \$113.00 per lot/unit	Yes	\$5,000.00 deposit towards cost of Peer Review. \$500.00 non refundable fee if application is withdrawn during approval process prior to draft approval. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Approval of Plan of Subdivision/Condominium 76 to 150 lots/units or blocks	Each Approval	No	\$8,600.00 plus \$57.50 per lot/unit	Yes	\$5,000.00 deposit for Peer Review. \$500.00 non refundable fee if application is withdrawn during approval process prior to draft approval. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Approval of Plan of Subdivision/Condominium 151 to 300 lots/units or blocks	Each Approval	No	\$12,700.00 plus \$28.60 per lot/unit or block	Yes	\$5,000.00 deposit for Peer Review. \$500.00 non refundable fee if application is withdrawn during approval process prior to draft approval. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Approval of Plan of subdivision/Condominium 301 or more lot/units or blocks	Each Approval	No	\$17,050.00 plus \$11.60 per lot/unit or block	Yes	\$5,000.00 deposit for Peer Review. \$500.00 non refundable fee if application is withdrawn during approval process prior to draft approval. Legislative Authority - Section 69 of the Planning Act, R.S.O. 1990, as amended
Exemption from Full Approval Process for certain condominium Applications	Each	No	\$1,160.00	Yes	Legislative Authority -Section 69 of the Planning Act, R.S.O. 1990, as amended

Appendix C.2 – Huron County

Types of Applications	2018 Fees – Effective January 1, 2018	2019 Fees – Effective January 1, 2019	2020 Fees – Effective January 1, 2020
Official Plan Amendment (OPA): County OPA, local OPA	\$3,641	\$3,714	\$3,788
Zoning By-law Amendment (ZBLA)	\$1,872	\$1,909	\$1,947
Minor Variance			
1 or 2 variances	\$1,456	\$1,484	\$1,514
3 or more variances	\$1,872	\$1,909	\$1,947
Consent	\$2,080	\$2,121	\$2,164
Plan of Subdivision/Condominium			
1 to 10 lots/blocks/units	\$6,242	\$6,366	\$6,493
11 or more lots/blocks/units	\$6,242+	\$6,366+	\$6,493+
	+ \$156 per lot, unit or block over 10 to a max of \$15,300	+ \$159 per lot, unit or block over 10 to a max of \$15,606	+162 per lot, unit or block over 10 to a max of \$15,918

Draft Approval Extension	\$520	\$530	\$540
Phasing Final Approval	\$1,040 for phases over 2	\$1,060 for phases over 2	\$1,081 for phases over 2
Changes following Draft Approval – to Plan – to Conditions	\$520 \$520	\$530 \$530	\$540 \$540

Combined Applications	2018 Fees – Effective January 1, 2018	2019 Fees – Effective January 1, 2019	2020 Fees – Effective January 1, 2020
Local OPA & ZBLA	\$4,578	\$4,669	\$4,762
County OPA & local OPA	\$6,034	\$6,154	\$6,277
County OPA, local OPA & ZBLA	\$7,023	\$7,163	\$7,306

Other Types of Applications	2018 Fees – Effective January 1, 2018	2019 Fees – Effective January 1, 2019	2020 Fees – Effective January 1, 2020
Removal of Holding (H) Symbol	\$520	\$530	\$540
where combined with or following a related planning application, or when the H was imposed by the municipality	\$0	\$0	\$0

Renewal of Temporary Use Zoning By-law	\$1,404	\$1,432	\$1,461
By-law to Deem Lots not in a Plan of Subdivision, or the repeal of such By-law *	\$416	\$424	\$432
Where combined with any other planning application * (* in both cases, applicants cover all legal costs & by-law prep)	\$208	\$212	\$216
Part Lot Control Exemption *	\$2,080	\$2,122	\$2,164
Following a related planning application (* applicants cover all legal costs & by-law prep)	\$1,040	\$1,060	\$1,082
Agreements: site plan control, subdivision, condominium, development, lot grading & drainage – (Planning costs to be reimbursed like legal and engineering costs).	Cost recovery for legal, engineering and planning costs. Application fee determined by the local municipality.	Cost recovery for legal, engineering and planning costs. Application fee determined by the local municipality.	Cost recovery for legal, engineering and planning costs. Application fee determined by the local municipality.
Natural Heritage Review by County Biologist: (if development proposed within 120 m of a Natural Heritage feature)	\$204 Variable	\$208 Variable	\$212 Variable

comments on planning application Review of Terms of Reference and EIS			
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Appendix C.3 – Oxford County

Type of Application	Planning Fee	Public Works Fee
Condominium (except Vacant Land)	\$1660.00 ¹	
Exemption from Draft Approval (all)	\$1150.00	
Consent	\$2065.00 ¹	\$200.00 ⁶
Each additional lot	\$1030.00 ²	\$200.00 ⁶
Consent & Minor Variance	\$2140.00 ¹	\$200.00 ⁶
Each additional lot	\$1070.00 ²	\$200.00 ⁶
Consent or Consent & Minor Variance		
Clearance of Conditions		\$100.00/lot
Changes to Approved Conditions (major)	\$265.00	
Changes to Approved Conditions (minor)	\$135.00	
Revised Application (major)	\$375.00	
Revised Application (minor)	\$190.00	
Validation Order	\$665.00	
Official Plan (regular)	\$2735.00 ¹	\$100.00
Official Plan (technical)	\$1020.00 ¹	\$100.00
Part Lot Control Exemption	\$760.00	
Plus: per new part/lot (1 to 6 parts/lots)	\$160.00	
maximum (7 or more parts/lots)	\$1055.00 ⁵	
Subdivision (and Vacant Land Condominium)	\$3630.00 ¹	\$75.00/lot ⁴ Max \$1500.00 per subdivision
Extension of Draft Approval	\$585.00	
Changes to Draft Approval ³ (major)	\$1440.00	
Changes to Draft approval ³ (minor)	\$715.00	
Clearance of Conditions		\$75.00/lot ⁴ \$2500.00 maximum
Environmental Report Review		\$200.00 + \$1500.00 deposit for Peer Review
Traffic Impact Studies Review		\$100.00 + \$1500.00 deposit for Peer Review

Appendix C.4 – Simcoe County

SCHEDULE "K" PLANNING

A. COUNTY OF SIMCOE IS THE APPROVAL AUTHORITY

APPLICATION	SCALE	FEE
County Official Plan Amendment	Privately Initiated	\$7,500.00 plus full cost recovery, plus deposit (if applicable)
	Municipally Initiated	n/a
Local Official Plan Amendment	Privately Initiated	\$3,000.00 plus full cost recovery
	Municipally Initiated	n/a
Application for Draft Plan of Subdivision or Condominium (Initial Submission)	n/a	\$7,000.00 plus full cost recovery, plus deposit (if applicable)
Draft Plan of Subdivision of Condominium – Other Activities & Approvals	Revision(s) or alteration(s) to a Plan/Application prior to Draft Approval (requires re-circulation)	\$1,000.00 plus full cost recovery
	Major revision(s) or alteration(s) to an approved Draft Plan and/or conditions of Draft Approval (requires circulation)	\$1,500.00 plus full cost recovery
	Minor revision(s) or alteration(s) to an approved Draft Plan and/or conditions of Draft Approval (no circulation required)	\$1000.00 plus full cost recovery
	Extension of Draft Approval	\$500.00 plus full cost recovery
	Final Approval of approved Draft Plan (per phase)	\$1000.00 plus full cost recovery
Condominium Exemption	n/a	\$1000.00 plus full cost recovery
Part-Lot Control	Approval of each enacted bylaw	\$275.00 plus full cost recovery
Pre Consultation Meetings	County of Simcoe Official Plan Amendment and/or a Plan of Subdivision/Condominium (includes Condominium Exemptions)	\$200.00 plus full cost recovery

B. COUNTY OF SIMCOE IS NOT THE APPROVAL AUTHORITY

APPLICATION		
Review of Plan of Subdivision/Condominium (including Condominium Exemption Application)	n/a	\$750.00 plus full cost recovery

Full Cost Recovery: Additional costs related to the review and/or processing of an application may be incurred, if deemed appropriate to the sole discretion of the Director of Planning, Development and Tourism. The full costs associated with these matters including, but not limited to, peer review fees, public consultation, legal review, etc., will be recovered prior to a County staff recommendation for decision on the relevant application.

Hearings: In cases where the County has settled a planning application matter that still is required to go to hearing before the Ontario Municipal Board or another tribunal, the Applicant for the approval shall reimburse the County for all of its legal fees and disbursements beyond the costs of the simple attendance to submit any Minutes of Settlement.

C. LAND USE PLANNING REPORTS

The County Official Plan		Hard copy \$100.00 + HST
		Digital copy on CD \$15.00 + HST

Appendix C.5 – Wellington County

Description	2019 fee	2020 fee	% change	HST (add/ incl/na)
Subdivision				
Draft Plan of Subdivision application (1)	\$11,000	\$11,220	2%	N/A
Per Lot / Unit Fee				
0 - 25	\$145	\$150	3%	N/A
26 - 100	\$108	\$110	2%	N/A
101 - 200	\$72	\$74	3%	N/A
200+	\$58	\$60	3%	N/A
Director's Final Approval – Subdivision	\$2,700	\$2,750	2%	N/A
Major Plan Revision – Subdivision	\$6,490	\$6,620	2%	N/A
Minor Plan Revision – Subdivision	\$3,400	\$3,470	2%	N/A
Draft Approval Extension – Subdivision	\$1,175	\$1,200	2%	N/A
Emergency Extension – Subdivision	\$1,175	\$1,200	2%	N/A
Condominium				
Draft Plan of Condominium application (1)	\$19,850	\$20,250	2%	N/A
Per Lot / Unit Fee	\$190	\$195	3%	N/A
Director's Final Approval – Condominium	\$2,700	\$2,750	2%	N/A
Major Plan Revision – Condominium	\$6,490	\$6,620	2%	N/A
Minor Plan Revision – Condominium	\$3,400	\$3,470	2%	N/A
Draft Approval Extension – Condominium	\$1,175	\$1,200	2%	N/A
Emergency Extension – Condominium	\$1,175	\$1,200	2%	N/A
Official Plan Amendment				
County official plan amendment application (1)	\$16,300	\$16,630	2%	N/A
Local official plan amendment application (1)	\$3,050	\$3,110	2%	N/A
Minor/Small-Scale Pit or Quarry Official Plan Amendment Application (1)	\$21,300	\$21,730	2%	N/A
Complex Pit or Quarry Official Plan Amendment Application (1)	\$51,500	\$52,530	2%	N/A
Part Lot Control				
Per Lot / Unit Fee	\$100	\$100	0%	N/A
Part Lot Control By-law Director's Final Approval	\$900	\$920	2%	N/A
Land Division				
Severance application (2)	\$4,340	\$4,430	2%	N/A
Severance registration	\$1,680	\$1,710	2%	N/A
Change of Conditions for severance applications	\$1,550	\$1,580	2%	N/A

Description	2019 fee	2020 fee	% change	HST (add/ incl/na)
Local Municipal Charges (3)				
Hourly Rate	\$145	\$150	3%	N/A
Meeting Charge	\$290	\$300	3%	N/A
Rezoning Application Review	N/A	\$6,580	NEW	N/A
Site Plan Application Review	N/A	\$2,280	NEW	N/A
Minor Variance Application Review	N/A	Hourly rate \$150 plus Meeting Charge of \$300 as applicable	NEW	N/A

Appendix D – Weighted Distribution of Appropriate Overhead to Each Application Type (Scenario 4, Section 7.2)

Weights for Appropriate Overhead Distribution		Weighted Overhead Distribution per Year	Distribution of Appropriate Overhead per each Application
Variances	2.0%	\$22,487	\$393
Consent	9.0%	\$23,009	\$608
Zoning	10.0%	\$19,070	\$653
LOPA	10.0%	\$5,497	\$538
COPA	5.0%	\$2,093	\$805
Subdivision/Condominium	30.0%	\$30,818	\$4,055
Condo Exemption	5.0%	\$1,127	\$805
COPA + Zoning	1.0%	\$7,954	\$1,242
Consent + Zoning	5.0%	\$38,359	\$1,261
Variances + Consent	1.0%	\$10,619	\$1,001
COPA+ Consent	1.0%	\$565	\$1,414
COPA + Variance + Consent	1.0%	\$334	\$1,674
COPA + Zoning + Consent	5.0%	\$17,404	\$1,851
LOPA+ COPA + Zoning	5.0%	\$1,069	\$1,781
LOPA + COPA + Zoning + Consent	5.0%	\$956	\$2,390